

GENDER LINKS ANNUAL REPORT 2013



SADC Gender Protocol@Work



DRIVING CHANGE



Formed in March 2001, Gender Links (GL) is a Southern African NGO, headquartered in Johannesburg, South Africa that promotes gender equality and justice across the fifteen countries of the region. Described in a 2005 external evaluation as a “small organisation with large footprints” GL took giant footsteps in 2008 with the establishment of a Francophone office in Mauritius, and regional advocacy office in Botswana, headquarters of the Southern African Development Community (SADC). By March 2012, GL had established a Lusophone base in Mozambique, and offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe. The organisation has close to 60 staff, 30% of these men. The 12-member Board chaired by Dr Muna Ndulo from Zambia comprises ten SADC nationalities, 25% of whom are men.

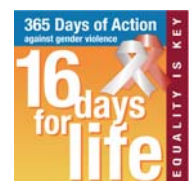
GL is recognised globally for bringing together a coalition of gender NGOs that campaigned for the elevation of the Southern African Development Community (SADC) Declaration on Gender and Development into a Protocol with 28 targets to be achieved by 2015. GL coordinates the Southern African Gender Protocol Alliance that brings together national coordinating networks; regional theme clusters and interest groups to lobby for the implementation of the Protocol, Southern Africa's roadmap for achieving MDG 3 - gender equality. GL mainstreams the targets of the Protocol in its three core programme areas - media, governance and justice. GL is also leading a campaign for an addendum to the Protocol on Gender and Climate Change, a cross cutting theme in all its programmes.

In the media programme, GL has conducted ground-breaking research on gender in the media and media content, as well as in media education. GL is currently working with 108 *Centres of Excellence for Gender in the Media*. Media training institutions and NGOs “connect, collect and collaborate” through the Gender and Media Diversity Centre (GMDC) that hosts seminars; produces a journal and is a world class knowledge exchange centre. The GL News Service, in English, French and Portuguese, gives voice to women and men around the region who often fail to access the mainstream media, especially through GL's special brand of “I” stories or first hand accounts.



Following two ground breaking pieces of research on gender and governance, GL is now working with 300 *Centres of Excellence for Gender and Local Government*, to be expanded to 300 by 2015. Learning from the four Gender and Media Summits that showcased good practice in changing gender relations in and through the media, the governance programme has hosted three Gender Justice and Local Government Summits, including (in 2012) six country summits before the regional summit. As the media and governance programmes work more closely together, GL in 2013 combined the summits into 12 national and one regional SADC Gender Protocol@Work Summit.

GL's pioneering work in developing strategic communications campaigns linked to the Sixteen Days of Activism on gender violence has grown to include initiatives to ensure sustained, year-long campaigns for ending gender violence and indicators for measuring the impact of this work. These indicators are being cascaded to local level 365 Day Campaigns to end gender violence.



In October 2010 GL won the “Investing in the Future Award” administered by the *Mail and Guardian* newspaper for its Gender Justice and Local Government Summit. In 2009 GL received the “Top Gender Empowered Government Agency or Parastatal Award” from the Top Women Awards. GL has twice been a finalist in the “Drivers of Change Award - Civil Society Category” administered by the *Mail and Guardian* newspaper and the Southern African Trust. In 2013 the African Union recognised GL's outstanding contribution to women's rights in Southern Africa, while South Africa's CEO magazine named GL CEO Colleen Lowe Morna “the most influential woman in South Africa and Africa in the civil society category.” In May 2014, the Golden Key International Honour Society conferred honorary membership on Lowe-Morna. Other honorary members include former US President Bill Clinton and Archbishop Emeritus Desmond Tutu (Nobel Peace Prize Laureate).

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GL's Vision 2020

GL strives to be:

- An independent, strong, vibrant, principled self-sustaining organisation guiding Southern Africa to a free, democratic region based on equity for all.
- A leading Southern African NGO and globally renowned Centre of Excellence on gender mainstreaming.
- An organisation represented in all the countries of Southern Africa, reaching out to all the corners and villages where the majority of women reside.
- A champion of justice and equality.
- An organisation with deeper roots, so that our foundation stays solid, carrying us into the next twenty years with the strength to weather any external or internal storm.
- An organisation with two wings: not-for-profit; and an income-generating wing.
- A voice for the voiceless; especially women, who constitute the majority of the unemployed, the poor and the dispossessed.



OVERVIEW

OVERVIEW AND GOVERNANCE

CHAIRPERSON'S REPORT

By Dr Muna Ndulo, Chair of the Gender Links Board



As I write this report on the eve of the 2014 SADC Protocol@Work summit, the African Commission on Human and People's Rights has, among others, just adopted a resolution on the rights of LGBTI persons. The Commission adopted the resolution on the "Protection against Violence and other Human Rights Violations Against Persons on the Basis of their Real or Imputed Sexual Orientation or Gender Identity" at its just-ended meeting in Luanda, Angola, in May 2014. This is a milestone in the struggle for gender equality in Africa that we at Gender Links applaud.



As this happened, in mid-May women's rights organisations and activists joined hands to protest in front of Nigerian embassies against the abduction of 276 students from a school in Chibok by a fundamentalist Muslim group, Boko Haram. This is sadly not the first time girls have been kidnapped from their dorms and classrooms in northeastern Nigeria. In fact, during an attack in nearby Konduga just over two months ago, reports emerged of girls being abducted from two local schools. Girls in these areas have also been captured during periodic attacks on their villages and while traveling on local buses through the state.

Over the last few months *Watchlist on Children and Armed Conflict* has been researching violations against children by armed groups and forces in Nigeria's states of emergency. It is clear that children are not only getting caught in the crossfire, but are also systematically targeted through attacks on schools, abductions, recruitment, and detention for suspicion of being part of an armed group. Their stories not only reveal disturbing details of violence and impunity, but of the blatant violations of the rights of the girl child that go on with little or no response from our governments. For each step forward we take, there is a step backwards.

As GL and our partner South African Women in Dialogue (SAWID) put it in a press release: "It is shameful that

this outrage, attributed to the Islamic militant group Boko Haram, whose name means "Western education is forbidden" in the local Hausa language, takes place within a decade dedicated to African Women, and within a continent where women's education provides the hope of gender equality and women's equal participation in shaping the economic, social and political destinies of our continent." The momentum in struggle for gender equality can never be allowed to halt.

August last year marked the 10th anniversary of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (the Maputo Protocol). At an award ceremony in Lilongwe, Malawi President Joyce Banda recognised GL for its "outstanding contribution" to promoting women's rights through the Southern African Protocol on Gender and Development.

Over the last several months, our 60 staff and 10 Board Members have laboured long and hard, delivering 20 district, 13 national and a regional summit under the banner: "50/50 by 2015, & A strong post 2015 gender agenda!" The clock is ticking ever louder to 2015, the deadline for the 28 targets of the SADC Gender Protocol. One of these targets is gender parity in all areas of decision-making. With ten elections in the region (one has just passed in South Africa, another is taking place in Malawi on 20 May) before the end of 2015, *the time is now* to demand that action be taken.

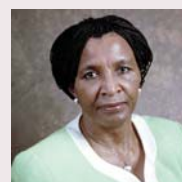


Photo: Google Images

"Thank you very much for inviting me to (the launch of the Sixteen Days of Activism Campaign). I have all the time in the world for the kind of work that Gender Links does. It is such a pity that I have not been able to shift a critical appointment this afternoon for the work that I do. My spirit is nonetheless with you.

Gender Links deserves the growing number of accolades that it is receiving. Your goodself and the ever growing Gender Links team are making a significant impact not only in this region, but also globally as I saw you facilitating the UN NGO-CSW media platform some years back.

There are so few active and productive regional women's networks. Gender Links is exemplary in this. It is a pathfinder not only in reaching out, but also in providing all of us with credible information.

Do accept our sincere congratulations. *Nikhule nize nikhokhobe!*
- Mam'Zanele Mbeki

The targets of the SADC Gender Protocol serve as a roadmap to the Millennium Development Goals, also set for 2015. Globally, the post 2015 agenda is gaining momentum, with a strong gender lobby demanding that we now move beyond basic minimum standards to a rights based

approach, with “voice, choice and control” as the new buzzwords. A visionary sub-regional instrument that went beyond the usual flowery language of declarations by setting specific targets and timeframes, the SADC Gender Protocol is a lesson to the rest of the world that minimum standards can be pushed! But the SADC process also has much to gain from the global debates. All protocols and instruments are living documents. As we work with them, we discover strengths and weaknesses.

Like any compromise document, the SADC Gender Protocol avoided obligatory language, especially in matters relating to contradictions between statutory provisions for women's rights and the practises condoned by custom, culture and religion that often undermine these rights. The Protocol is silent on sexual orientation, a flashpoint during the negotiations that culminated in the adoption of the instrument at the Heads of State Summit in August 2008. It is also not as strong as it could be on other minority rights, such as indigenous people, and people living with disabilities.

The Protocol is especially silent on climate change and sustainable development. Two years ago, the Southern African Gender Protocol Alliance started a campaign for an addendum to the Protocol on Gender and Climate Change, garnering over one thousand signatures to support the campaign. With 2015 on the horizon, the focus has shifted to reopening the Protocol for debate (as it must, since the deadlines are expiring) and ensuring that sustainable development is integral to the post 2015 agenda. This shows that the campaign is a flexible, dynamic and responsive one. We live, we learn, we improve.



In the 2013 SADC Gender Protocol Barometer produced by the Alliance, the Southern African Gender and Development Index (SGDI) remained static at 66%. This score is an empirical measure of progress against 23 indicators for which data could be obtained across all countries. These cover six of the ten sectors of SADC: governance, education and training, economic justice, HIV and AIDS, media, information and communication. Interestingly, women and men in Southern Africa gave their governments a score of 66% - nine percentage points up from last year - using the Citizen Score Card (CSC) that went out to over 8000 women and men. Unlike the SGDI, the CSC is based on perceptions, and captures nuances that are not incorporated in the empirical data. For example, while the SGDI records enrolment levels for boys and girls, the CSC includes qualitative aspects like safety in schools and gender biases in curriculum. The CSC also covers the

four sectors for which there are no SGDI scores because these are difficult to measure - Constitutional and legal rights, GBV, peace building and implementation. There appears to be a strong perception among citizens that gender is on the political agenda, even if substantive equality has yet to be achieved.

Key challenges

- **Patriarchal attitudes still abound**, reflected in gender stereotypes in schools; the work place and the media; as well as predominantly male decision-making structures in all areas. Customary law contracts constitutional provisions with few ramifications in many countries. The case of a Lesotho woman denied the right to take over the chieftaincy after her father died is a chilling reminder of deeply entrenched patriarchal values. Hate crimes against lesbian women (widely publicised in South Africa) serve as another reminder of the lethal combination of homophobia and misogyny that still dog many countries in the region.
- **Gender violence remains the most telling indicator of women's lack of rights and agency**: The shockingly high levels of gender violence revealed by recent prevalence surveys (from 25% in Mauritius to nearly 80% in four districts of Zambia) shows that one in three if not more women have experienced some form of gender violence over their lifetime, often multiple times, and multiple forms of violence.
- **Backward movement in elections**: With few exceptions, the last set of elections have been disappointing: the decrease in women's representation both at national and local level in Angola and Swaziland last year; persistent low levels of women's representation in the DRC, and the marginal increase in women's representation in the Lesotho national elections in May 2012 serve as a reminder of the fragile gains made by women in the political sphere.
- **The economy is still a male preserve**: Women still lack access to economic decision-making (26%), land, credit and other means of production. They constitute the majority of the poor; the unemployed; the dispossessed and those who work in the informal sector.
- **HIV and AIDS continues to threaten the fragile gains that have been made**: Young women remain the majority of those newly infected by HIV and AIDS as well as those who bear the burden of caring for People Living with HIV.

Key successes

- **Education is still the bright star of the SADC region**: Gender parity is rapidly being achieved at all levels. The gender division of labour in subjects is slowly changing, and this will eventually result in a change in the gender division of labour in the work force.
- **Tangible benefits of Constitutional Reviews**: One of the major Alliance successes over the last year has been getting gender onto the agenda of constitutional reviews in ten countries, notably Mauritius, Zimbabwe and Zambia. As witnessed over the past year, this is beginning to yield benefits. In Mauritius, the Constitutional amendment paved the way for a quota in local government that led to a fourfold increase in women at the local level in the December 2012 elections. The new Zimbabwe Constitution does away with claw-back clauses and guarantees women 22% of the seats in the national assembly.

- **50/50 campaigns go for the bulls eye:** There are ten elections in the SADC region between August 2013 and December 2015. Detailed projections in the Barometer show that if the re-launched 50/50 campaign is rigorously pursued, the region should achieve the original target of 30% women in decision-making at local and national level, with four countries coming close to or exceeding the 40% mark.



Women in Mauritius claim their space in local government. Photo: Loga Virahsawmy

- **Good news on HIV for the first time:** The 2013 Barometer carries good news on HIV for the first time. AIDS related deaths in the region have reduced by 32% since 2001 due to the expansion of antiretroviral therapy. In seven SADC countries, Prevention of Mother to Child Transmission is higher than 80%. Although gender disparities continue to be a major driver of the pandemic,

there is some evidence of changes in sexual behaviour patterns leading to a reduction in HIV and AIDS.

- **Focus on implementation:** Now that the Protocol has been ratified, the focus has shifted quickly to implementation. The SADC Gender Unit, Alliance national focal networks, and Gender Links as the alliance coordinator have developed a learning and sharing model to cascade and upscale these efforts.
- **Change from the ground upward:** Local government across the region has joined the SADC Gender Protocol campaign. 300 local councils have become Centres of Excellence (COE's) for Gender in Local Government. Examples of how the SADC Gender Protocol is being localised abound in the 2013 Barometer, which has the richest collection yet of bottom-up case studies.

GL strategy 2010 to 2015, updated in 2014

GL constantly seeks to adapt to its environment. In 2010 we undertook a visioning exercise. This resulted in GL's Vision 2020, quoted at the beginning of this report. We wove the findings of an institutional evaluation in 2011 into our Strategy 2010 to 2015. Each year we refine this strategy, in response to the needs of the day, and as a way of applying what we learn along the way. For example, in the past we spoke of Monitoring and Evaluation. Now we refer to Results for Change. We have considerably strengthened the Institutional Effectiveness legs of our work, inspired by the learning groups accessed through DFID PPA funding. The table below summarises the seven key pillars of this strategy, around which this report is organised:

1. Strategic positioning	Registering offices in the ten SADC countries in which GL has offices, and ensuring that statutory requirements are met.
2. Governance	Ensuring that GL has Board Members in all the countries where it has offices.
3. Partnerships and networks	GL is formalising all its MOU's with key partners: 100 media houses, 300 councils; over 20 institutional lead agencies in the Southern Africa Gender Protocol Alliance; and a range of media education and development organisations linked to the Gender and Media Diversity Centre (GMDC).
4. Programme of action (POA)	Going from breadth to depth through institutional work at local level and in the media. Developing two cross cutting areas of work-gender and climate change as well as economic justice. GL has developed sophisticated online M and E systems used to gather a range of data on outputs, outcomes and impact.
5. Results for change	Buoyed by its DFID PPA grant, GL is linking M and E to knowledge creation and learning through the GMDC, internal learning processes like the learning journey, exploring commercial book options, promoting dialogue and debate, as well as joining several DFID related learning groups.
6. Institutional effectiveness	Country coordinators have been promoted to managers and receiving training; staff, infrastructure and systems are being put into the country offices.
7. Sustainability and Diversification	GL has developed a four-part strategy that includes 1) a vigorous fund raising campaign, especially at country level 2) Diversification through GL Services 3) Achieving greater value for money through improved procurement practice and 4) Leveraging through smart partnerships and in-kind support.

Geographical spread

GL now has ten well-established offices across the SADC region. Five of these have succeeded in raising funds in-country; this is key to sustainability. Country offices have been built on the back of the governance programme that focuses at the local level. However, the Alliance work takes place in all SADC countries. GL also has vibrant media programmes in the DRC (97 entries at the national summit), Malawi and Tanzania. This explains why we managed to pull off 13 country summits. The only countries

that did not have summits were Angola (cost issues) and Seychelles (critical mass).

Strengthening GL's work in South Africa and Mozambique

Last year, the Board resolved to improve its visibility in South Africa, our home base. GL has benefitted immensely from the democratic space in South Africa and the stable economy. Having our headquarters in Johannesburg - a major cross-roads for the region has enormous cost and leveraging benefits. South Africa's progressive Constitution

and vibrant gender discourse nurture our work. But often we become so focused on the region that we forget our own back yard. I am delighted that in 2013 GL partnered with SAWID in the *Women Demand Action Campaign* and launch of the first South Africa Barometer, following workshops in all nine provinces of South Africa (see Alliance section of the report). South Africa also held its own summit, well ahead of the regional summit, in 2014. In Mozambique, we are fortunate to have appointed an experienced director, Alice Banze, who worked for many years with Oxfam Africa. She is steadily growing our Lusophone operations and financial base.



Visioning the future: GL Francophone director Loga Virahsawmy and GL Lusophone Director Alice Banze. Photo: Colleen Lowe Morna

Strengthening the Board

In January 2013, GL registered its new Memorandum of Incorporation, as required by the Company Act that governs GL in South Africa. This requires that Board members be re-elected every three years. GL has maintained a healthy balance between retaining institutional skills and memory on the Board, and constant renewal to ensure freshness and vigour. Scholastica Kimaryo stepped down as Deputy Chair and board member in 2013. I take this opportunity to thank her for her excellent service to the Board. As one of the few Board members resident in South Africa, she took an active interest in the welfare of our staff, and will be fondly remembered by them. Emily Brown from Namibia has ably stepped in as Kimaryo's successor.

After moving from Gaborone to Johannesburg, Dr Pinkie Mekgwe also stepped down from the Board last year, and has been replaced by Ntombi Setchwaelo, a Motswana



Ntombi Setchwaelo. Photo: Google Images

counsellor, former councillor, and long-time gender activist. We thank Mekgwe for her creative and distinguished contribution to GL over several years and welcome Setchwaelo, (please see profile in the Botswana section of the report). Both Kimaryo and Mekgwe remain members of the GL Association.

The Executive Committee

Exco met three times, and the Board conducted one online discussion on critical issues in the year under review. These covered staff and board matters; renewal and succession planning; oversight of financial matters and successful fundraising at both regional and country level; rationalisation of our diversification portfolio; oversight of country operations through Country Board Members' reports and the annual board meeting dates for 2014.

Gender Links for equality and justice **ZERO TOLERANCE** **X**
WE ARE AGAINST CORRUPTION

NEPOTISM
CORRUPTION
Gender Links (GL) has a Zero-Tolerance Policy on **Corruption**. Suspicions of any devious matters are to be reported and investigated both within GL and partners.

GL and partners actively react to and denounce **corruption** on all levels where we work. GL and partners produce reports, denounce cases of lack of corporate transparency, denounce illegitimate debts, arms trading etc.

EXTORTION
FAVOURITISM

GL monitors projects and programmes with partners to detect and prevent **corruption** within its own work. Internal control of GL's own administration and monitoring of partners is done to safeguard compliance of established rules and routines.

KICKBACK
GL Board, employees, contracted consultants and partners, are not allowed to provide for, request or receive anything that can be defined as **corruption**.

FRAUD
GL Policies on **Corruption**, Conflict of Interest and Fraud shall be publicised as a policy brief on the website, and in posters in every GL office. These policies shall form part of compliance requirements for all contracts.

CONFLICT OF INTEREST
SEXUAL HARASSMENT
EMBEZZLEMENT

Corruption of any kind in GL work shall lead to disciplinary and or criminal proceedings. In the case of staff, corruption is one of the grounds for immediate dismissal should staff be found guilty.

Strengthening governance

Over the last year, GL has adopted a Zero Tolerance for Corruption policy and campaign in all its country offices. GL has also updated its human resource, finance, IT, Results for Change and Communications for Social Change Policies and manuals. These core policies and procedures serve as the pillars of our future. Once again, it is my honour to serve this Board, as well as the women and men of the SADC region. *Yes we can, and yes we must, achieve equality and justice for all!*

Dr Muna Ndulo
Chairperson, May 2014

CEO's REPORT

By Colleen Lowe Morna



2013 will be remembered at GL as a year of contrasts - impressive growth on many fronts, but also the stress of rapid growth, and the agony of losing a dear friend and colleague. On 30 November, the GL family woke up to the news of our Lesotho country manager, Malepota Mafeka, passing on after a short illness. We dedicate our achievements in 2013 to the memory of this tireless soldier for gender justice (see accompanying tribute). May Mme Malepota's soul rest in eternal peace.

Financial health

On the financial front, GL experienced a 56% increase in income compared to the prior year; a true blessing at a time when many of our fellow civil society organisations face severe financial stress. GL expanded its donor base from 11 to 17, mostly small grants within countries. In-country fund raising contributed to 28% of income, up from 23% the prior year. This is a vindication of the deeper roots that GL has been developing through the registration of ten country offices. Five of the ten countries now have sizeable donors of their own - a key sustainability strategy. But country operations pose many challenges - legal, financial and human. At a time when we are under pressure to deliver on our programmes, we have also had to strengthen our key institutional pillars. At GL we are keenly aware that a house built on sand will not last long. A systems review by Ernest and Young in Zimbabwe raised many issues that we realised needed to be addressed across the board.

"We had the first systems audit in one of our Satellite Offices. Gender Links boasts of good systems and this is one of the key sustainable competitive advantages that has always attracted donor funding at a time when donor funding is drying up. This however does not mean we are not prone to mistakes in our operations. The systems audit picked up quite a number of shortfalls. In some circumstances, this could have led to one being called to the Human Resources red couch to sign a warning letter. The Chief Executive Officer took a different approach. She made sure we learned from this situation by creating a checklist for standardisation of Gender Links Satellite Offices and moved towards the "Office in a Box approach". This checklist has become an audit tool for all senior managers visiting a Satellite office which therefore means that the internal auditing has been successfully mainstreamed into the work of all senior managers therefore raising the standard of compliance in our satellite offices."

- Excerpt from Mpumelelo Mlilo Learning Journey 2013

Institutional effectiveness

In 2013, GL embarked on several system-wide and policy reviews to strengthen the organisation. These included splitting GL Policies and Procedures and related manuals into five distinct policies, with accompanying tools and

forms, also now housed on our Intranet (see Information Technology). These are: Governance; Finance and Administration; Human Resources; Information Technology; Results for Change. We also went into automation mode - decentralising our finances to country offices through Pastel Evolution; exploring online Travel and Human Resource solutions; online surveys for our Monitoring and Evaluation as well as powerful search engines for tracking GL's reach. GL adopted a "zero tolerance for corruption" policy and has become fully compliant with the International Aid Transparency Initiative (IATI).

Value for Money



Through GL's Programme Partnership Agreement (PPA) with DFID, we have expanded our *Results for Change* Framework (Monitoring, Evaluation, Knowledge and Learning) to include Value for Money. Our early focus on economy and efficiency (mainly achieved through better procurement practices) has been expanded to include a better understanding of effectiveness. For example, GL employed unit cost analysis to its summits, to show that district summits expanded the reach and reduced the cost of summits by a factor of ten. More important, the district summits piloted in 2014 enhanced ownership and capacity on the ground. Instead of GL conducting verification, councils and media houses documented their own experiences of change. GL also used this opportunity to mobilise on the 50/50 and post 2015 campaigns. In the past year, GL has become more adept at measuring the many ways in which it leverages its physical and human resources.

Diversification and leveraging

We often take inspiration from the parable of the talents. We have decided that we should not hide our talents under the bushel, but allow them to multiply in manifold ways. Three years ago, GL invested the surpluses it had generated through prudent financial management in purchasing the GL Cottages, a bed and breakfast facility near our headquarters. Following substantial investment in upgrading this facility, and under dynamic management, we are happy to report in 2013 that the GL Cottages has turned the corner and is now making a small profit, as well as servicing many GL needs. GL Services - GL's consultancy arm, is also going well, leveraging off the wealth of knowledge generated by GL. Assignments for the Commonwealth Secretariat and Diakonia, among others, have expanded GL's Africa and global footprint. As this report goes to press, GL has just been informed that Rhodes University has accredited a GL course for media managers, and that GL has won the tender to assist Diakonia in its

gender mainstreaming efforts world-wide. These are encouraging signs for the future.

Impact and reach



Gender benders: Women run a timber project in Makoni Rural Council, visited by Sida as part of the evaluation. Photo: Tapiwa Zvaraya

The annual report again assembles an impressive array of statistics that demonstrate GL's growing footprints: 14,791 direct beneficiaries; a list serve that daily reaches 15,952 partners; over 500,000 website hits; over 5000 facebook likes; 242 Gender Links Services articles under the strap line "fresh views on every day news" and 572 media mentions as far afield as the US, UK and France. During the year, GL had three evaluations: the closure of the DFID Governance and Transparency Fund; first phase of the Sida Zimbabwe fund; and of a HIVOS grant. These evaluations affirm the work that GL is doing at local, national and regional level to promote a region in which "women and men are free to realise their full human potential in both their public and private lives."

Developing and testing a Theory of Change has prompted GL to become more conscious of change at different levels. The work on the SADC Gender Protocol is a highly strategic set of initiatives at policy level that connect GL nationally, regionally and globally. Work with 400 media and local government Centres of Excellence grounds this policy work and forces introspection at institutional level. Through its *Changing Lives* series, GL measures change at the individual level. This series shows that the majority of those interviewed identify the change they have experienced as "significant" and that the biggest changes have been greater awareness and attitude change. The most distinct group of beneficiaries that GL is now working with are the survivors of gender violence receiving entrepreneurship training. The changes they report are real and life changing; humbling testimony to the fact that change is possible.

Knowledge, learning and innovation

PPA has opened many exciting opportunities for expanding knowledge, learning and sharing at GL. In 2013, GL revived

the Gender and Media Diversity Centre that experienced funding challenges, but provides a vital networking tool as the global gender and media community counts down to 2015. Winners in the 2013 summits went on a variety of study visits. GL played a key role in networking DFID partners in Southern Africa through the Southern African Learning Partnership that has had learning sessions on the gender theory of change, principles of credible evidence, value for money and innovation.

People power

The imagination, dedication and creativity of GL's dynamic 56 staff from eleven countries remains the major force behind all these initiatives. As reported in our human resource section, the pressures of working in a delivery and excellence driven environment often exert their toll. GL has invested over the last year in systems, training and professional support to improve the work environment. In the last year, founder members of GL like Loga Virahsawmy (Mauritius), Sarry Xoagus Eisis (Namibia), Keabonye Ntsabane (Botswana) and Faides Nsofu (Zambia) have decided to step down or retire, handing on the baton to younger staff.



Loga Virahsawmy and Ntolo Lekau.

Photo: Colleen Lowe Morna

The "revolving door" of resignations, retirement and renewal is good for organisational health if well managed. Looking to 2015, this is possibly GL's biggest internal challenge, as more senior leaders feel the need to pass the baton. Yet, as reflected in the 2013 Learning Journey, quoted often in this report, GL remains a robust and resilient organisation, poised to lead the gender and development debates in the region into the post 2015 era. I take this opportunity to thank the GL Board, staff, associates, alumni, and partners for the wealth of human talent that gives meaning to the Southern African saying: "We are who we are because of others." Together, we *can* make a difference!

A handwritten signature in black ink.

Colleen Lowe Morna
CEO

Key GL Institutional Indicators					
Indicator	2010/2011	2011/2012	2012 (1)	2013	Comments
Income	R 30,987,387	R39,444,737	R37,166,582	R 58,190, 018	A 56% increase; although 2012 was only ten months, this is still significant.
Registered offices	5	9	10	10	GL Swaziland became the tenth registered office.
Board	10 - 20% men	12 - 30 % men	12 - 27% men	10 - 30% men	Two board members, Scholastica Kimaryo and Dr Pinkie Mekgwe stepped down; as the Board reduced in size the percentage of male board members increased.
Staff	50 - 20% men	58 - 30% men	60 - 27% men	56 - 29% men	GL overall staff reduced by four, but the number of full time staff increased. The proportion of men on the staff increased by two percentage points to 29%.
Media COE's	76	109	102	115	GL exceeded its target by 15.
Governance COE's	72	151	190	312	312 local councils have bought into the COE process, this higher than the target of 300.
Partnership agreements	56	105	132	141	The 7% increase in MOU's reflects growth and maturity of partnerships, the bedrock of all GL programmes.
No of events	488	616	629	677	An 8% increase is consistent with growing media and governance COE work.
No of direct beneficiaries	16, 848 (2) (5947) 36% men	13,616 (41% men)	12,864 (40% men)	14,791 (30% men)	This represents a 15 percentage point increase from the previous year. The proportion of men decreased by 10 percentage points, this is due to an entrepreneurship programme targeted at women GBV survivors in ten countries. This is the only programme in GL that targets women only.
No of data base contacts	7425 (37% men)	11,612 (40% men)	13,757 (34% men)	15,952 (36% male)	A 13% increase from 2012. Of those 64% are women and 36% are men.
Website unique visits	268, 536	337 474	341,785	540,202	The total number page views for the GL website grew by 66 814 in one year. This is a 13 percentage point growth in one year.
Facebook likes	450	1350	1883	5053	A 168% increase compared to 2012. The proportion of women who liked GL's Facebook increased by five percentage points to 65% compared to last year, while that for men decreased by five percentage points.
No reached through list serve	224,680	431,908	564,755	604,226	A 7% increase from 2012. On average GL sends out information on the list serve once every two days and reaches an average of 3618 people per mail.
No of commentaries					
English	141	157	152	114	GLNS aimed to produce at least 168 articles from the English and French services and a minimum of 20 from the Portuguese service (188 altogether). GLNS exceeded this target by 54. The service produced 13 hardcopy supplements in 2013 with an average of 10 articles and features per supplement.
French	111	112	87	102	
Portuguese	(Not started)	33	71	26	
Total	252	302	310	242	
GL mentions in media	285	246	182	572	Thanks to better tracking, GL recorded a 233% increase in the number of media mentions compared to the prior year. GL is in the news an average of 48 times per month.

Note: 1. Figures for finance are for the last ten months of 2012; all others are for the full calendar year, (2) 10,901 participants in 2010/2011 formed part of a joint initiative with a partner in Malawi on the SADC Gender Protocol. Percentage increase or decrease is therefore given with and without this figure.

Leading from behind: Mme Malepota's legacy

By Colleen Lowe Morna, CEO



Never have the corridors of an airport been so long, so hollow or so cold. As I de-planed my flight to Bangkok, the sound of a devastating SMS piercing the silence of the night, OR Tambo Airport felt more like Vlakplaas - the apartheid killing fields - than the modern airport I pass through so often.

In thirty years of working, I had never experienced death at my work place, least of all in a position of responsibility. When the news of the passing away of our Lesotho Country Manager Malepota Mefeka hit me on 30 November, no manual, no google search, no instant advice came to my rescue. When I got to my empty home in the early hours of the morning, I fell to my knees, tears pouring from my heart and from my eyes. I phoned my husband, then on a trip overseas, my daughter and a close friend. All I could think of were the biblical words: *"My god, my god, why hast thou forsaken us."*

The road to healing in the last few months has been long and painful. Our visit to Lesotho as a team for Mme

Malepota's funeral on 12 December helped us to face the finality. At our memorial service in Johannesburg on 19 January with all country managers present, grief slowly gave way to celebration - of a short but intensely beautiful life, so well lived. The newly named Mme Malepota Conference Room (MMCR) is next door to my office. Her iconic photo at the last summit, with T shirt and flags, says good night to me every late night I leave the office. The calendar that our audio visual officer Albert Ngosa and I created in memory of our colleague is a kaleidoscope of love, laughter, excellence, perseverance, energy and stubborn hope. Most of all it is a testament to a different kind of leader, one who led through others.

In traditional leadership theory, there is a saying that you either "lead, follow, or get out of the way." We can think of many leaders who take this to heart! Mostly, they end off dictators, resented and hated, forcing their particular style, coercively if persuasion does not work. The shepherd has a different style. He or she walks behind the sheep, guiding them to better pastures. It is fitting that at Mme Malepota's farewell we sang "the Lord is my shepherd, I shall not want." For this is how she led - from behind.

In less than three years, Mme Malepota convinced the gender ministry to become our partners in the COE's for

local government in more than word. They agreed that for every COE we worked in, they would take on one. This exciting model for cascading the COE's led to us piloting the Training of Trainers for Gender Champions in Lesotho in August 2012, taking all country managers for a peer learning and sharing session in the mountain kingdom. I remember my meeting at the time with the Principal District Gender Officers (PDGO) with whom she worked so closely. I expected them to demand money. They had a simple request - laptops and 3G's to enable them to help us with the GBV Indicators research and to be able to file our COE reports. I made a mental note to find a way to make this happen. We conducted the work, and grew our footprints in Lesotho.



Making a plan: GL CEO Colleen Lowe Morna and the late Mame Malepota Mafeka.
Photo: Ntolo Lekau

Keen to learn more, I assigned myself to Lesotho's first national summit in March 2013. Characteristically, despite the heavy work load, Mame Malepota called us at the border to see if we had arrived. At the summit we ran into a slight snag: Maseru Sun employees had gone on strike and we had to shift to the Lesotho Sun. Ordinarily that might have been a major crisis at GL. The small Lesotho team - Mame Malepota, our Board Member Ntate Pholo, our programme officer Ntolo Lekau, and accompanying staff Fuzakazi Mqungwana and Nomthi Mankazana sat down and made a plan. It turned out to be a dream summit - we danced through our various protocol faux pas and parted on a high note. That was our last close encounter, and for me it will be the lasting memory, because here I saw the power of the shepherd at work.

When Matona Mafeka, Mame Malepota's husband asked me to say a few words at her funeral, I could think only of the saying that good people never die - they go to a better place, and they live on through those whose lives they touch. Even on that mournful day I could see Mame Malepota alive through her beautiful children, Lepota and Mamakhwa. In the midst of their grief they came to say

thank you for a small Christmas gift I sneaked into their room. *The mother lives on through her children!* In Johannesburg, I saw her live through Matona, now the father and mother, the devoted parent, caring for his children's every need. *The wife lives on through her husband!*

I saw Mame Malepota alive in the staff of Gender Links, as each took light from her candle and made a commitment to carry on her work. I saw her live through the 300 people who flocked from all ten districts in Lesotho - chairpersons of committees, town clerks and others- vowing to continue her work. I saw her live through our website, where over 600 people have visited her obituary - more than our tribute to the late Nelson Mandela. I saw her live through Mame Ntolo, who so ably stepped in during her illness, and Mame Mabetha, the PDGO who has replaced her as country manager, vowing to continue her good work. *The worker lives on through her colleagues!*

Most of all, I saw Mame Malepota alive in me, when during two weeks of intense planning in early January involving a heavy dose of change management, I told myself daily to step back in order to step forwards; to be less anxious and to trust the good instincts of the team. Even the often depressing SWOT seemed more manageable. *The country manager lives on through her CEO!*

"Yea tho' I walk in death's dark vale, yet will I fear no ill." I can say these words now; words I could not say a few months ago. I look at Mame Malepota's picture in the MMCR, and it has a warm, calming effect on me. I know that she is our shepherd, leading us in death, even more powerfully than in life, to the greener pastures of equality and justice.

Tsamaya kakgotso, Mame. Your inspiration lives on!



POSITIONING

STRATEGIC POSITIONING



Gender Links gears up for the post 2015 agenda.

Photo: Colleen Lowe Morna

This section of the annual report reviews GL's successes, challenges, opportunities, objectives and areas of focus over the next two years. With 2015 just around the corner, such a review is timely and critical. This section of the report also revisits GL's geographical focus and positioning, including specific countries of operation.

Successes

Over the last two years GL has taken significant strides in its drive for gender equality in the Southern African Development Community (SADC) region. Strategic funding enhanced GL's leadership of the Southern African Gender Protocol Alliance ("the Alliance") that campaigned for the adoption of the SADC Protocol on Gender and Development (SGP), providing a roadmap for MDG 3 through 28 targets to be achieved by 2015.

Innovative and relevant programmes: GL shifted the focus of the campaign to implementation; pioneering work on cascading SGP targets to institutional level through 300 Centres of Excellence (COE's) for Gender in Local Government and 100 COEs for Gender in the Media, as well as ground-breaking Violence Against Women (VAW) Baseline Studies to six countries. Participation in DFID Programme Partnership Arrangement (PPA) learning

partnerships assisted GL in refining its Theory of Change, expanding its Monitoring and Evaluation framework to include knowledge, learning, innovation and Value for Money (VFM) as part of a paradigm shift to "Results for Change" that includes several IT innovations such as the Gender Progress Score.

From breadth to depth: Encouraged by the results of the local government work, GL is working to give greater depth to this work through an innovative project funded by the Netherlands government FLOW fund over the next three years. The programme involves linking survivors of GBV to economic opportunities created by the Local Economic Development Plans of councils.

Institutional strength, expertise and systems: Described in an external evaluation as a "small organisation with large footprints" GL has won the "Top Women" Award in the NGO category, the "Investing in the Future Award" and a runner up prize in the "Driver of Change" Award. GL has been able to build effective coalitions across fifteen diverse countries in three language groups with minimal institutional infrastructure through strategic networking, smart partnerships, strong internal systems and effective leveraging of information technology as part of its "Making IT work for gender justice campaign."

GL recognised as a Centre of Excellence in its own right in 2013

Africa Union recognition of the work on the SADC Gender Protocol: On the eve of the SADC Heads of State Summit in Malawi in August 2013, President Joyce Banda and head of the AU Nkosozana Dlamini-Zuma presented GL with an award on behalf of the African Union as one of two outstanding civil society organisations that have promoted the rights of African Women through work in SADC. This high level endorsement of work at sub-regional level is a vital spring board as GL seeks to influence the Post-2015 agenda.

African and global recognition of the work on gender and governance: GL has received global recognition from the Commonwealth Secretariat for its work on women's political participation and from the UN Economic Commission for Africa (UNECA) for work on gender and local government, showcased in a compendium of good practise on gender mainstreaming. By capitalising on the twelve forthcoming elections in the region, and developing models for cascading local government COE's, GL will continue to raise its profile on gender and governance.

Global recognition of gender and media work: UNESCO asked GL to be a key partner in organising the Global Forum on Media and Gender (GFMG) in Bangkok this December. Drawing on many ideas developed and tested by GL in Southern Africa, the forum will result in a Global Alliance on Media and Gender (GAMG). This provides a strategic opportunity for GL to give a boost to, and leverage a decade of ground breaking research, advocacy and training on gender and the media.

Africa wide recognition of Institutional Effectiveness: In November 2013, CEO Magazine named GL CEO Colleen Lowe Morna the most influential woman in South Africa and in all Africa in the civil society category. This external recognition by the private sector reflects the enormous growth and profile of the organisation.



Academic recognition: GL Board Members and managers continue to receive recognition from respected academic institutions. During the period under review, the University of the Free State appointed GL Chair Dr Muna Ndulo Professor Extraordinary in the Department of Mercantile Law. Golden Key International, an association that recognises excellence in academic achievements, leadership skills and community involvement, accorded GL CEO Colleen Lowe Morna honorary membership. Other South Africans who have received this honour include Archbishop Desmond Tutu and the Minister of Science and Technology Naledi Pandor.

Challenges

GL's challenges are summed up in the weaknesses and threats found in the 2014 organisational SWOT.

Internal: Issues of succession; staff retention, capacity and work pressure identified in the 2006 evaluation have been a core concern of the Board and management. Over the last year, the staff complement has doubled to 58 including two satellite offices in Mauritius and Botswana and field offices in Lesotho, Namibia, Swaziland, Zambia and Zimbabwe.

External: The inevitable stresses of multiple partnerships which result from a complex set of reasons including differences in strength, commitment and values within partnerships; perceptions of dominance by one partner within the relationship; strategic and tactical questions as to how closely to ally and what distance to keep within a partnership (for example where government and NGOs are involved). Within each of our programme areas these are some of the challenges identified over the next three years:

Risk analysis

Risk identified	Potential impact	Probability	Mitigation factors
1. SADC Gender Protocol Campaign			
EXTERNAL			
Non-ratification of the SADC Gender Protocol by additional four countries.	Low	Low	With South Africa' becoming the ninth country to ratify, the Protocol is technically now in full force, giving impetus to implementation initiatives, despite four countries still needing to ratify.
Non-signing of the Protocol by Mauritius and Botswana over the next year.	Low	Medium	The amendment of the Local Government Act in Mauritius, resulting in a Constitutional amendment on affirmative action has paved the way for Mauritius to sign the Protocol. The Botswana Alliance Network led by the BOCONGO gender sector, with assistance from GL has developed a lobbying and advocacy strategy .

Risk identified	Potential impact	Probability	Mitigation factors
2. Gender and governance			
EXTERNAL			
Regression in women in decision-making at national and local level.	Medium	Medium	GL through the Alliance has re-launched the 50/50 campaign ahead of the 12 national and nine local government elections between 2012 and 2016. Through these campaigns and constitutional review processes the 30% (if not 50%) target can be achieved.
3. Gender Justice			
EXTERNAL			
The GBV Indicators project requires a high level of financial, human resources and buy-in from governments.	Medium	Low	The Women's Affairs Department in the Ministry of Labour and Home Affairs in Botswana (WAD) led the way by committing 80% of the resources required. This helped to make the research possible and enhanced ownership of the results. This also set an example for other governments.
4. Gender and media			
EXTERNAL			
Impact of the global financial crisis on the media, gender becomes a nice to do, not a have to do.	Medium	Medium	Media in Southern Africa as elsewhere are still feeling the impact of the financial crisis; many (public and private) are cutting back on staff. GL makes the argument that increasing women's sources is good business. Niche marketing is key strategy to increase audiences.
Restrictive media laws that impact on access to information in fragile democracies such as Zimbabwe.	Low	Low	Restrictive media space denies marginalised voices the opportunity to actively participate in debate and dialogue around critical issues. However, working with media regulators opens up space for critical discourse and places gender and media work squarely in the ambit of promoting freedom of expression.
INTERNAL			
Bureaucracy in academic institutions slowing down the signing of MOUs by GMDC partners.	Medium	Medium	Using media literacy, internships and seminars to secure buy-in from academic institutions. Buy-in is proportionate to institutions understanding the added value of MOUs.

Opportunities

- The 28 SADC Gender Protocol targets to be achieved by 2015 (the same year as the MDGs) provide a key strategic focus. There is high pressure among governments to demonstrate results. This has opened the door to Gender Responsive Budget initiatives around the SADC Gender Protocol, including National Action Plans to End GBV.
- GL is firmly rooted on the ground through the 150 Centres of Excellence (COE) for mainstreaming gender in local government in ten countries that it is working with. One of the modules in the eight stage, year-long intervention is on strategies to address GBV. The existing strategies and plans provide opportunities to work in a sustained manner with ten committed local councils in the ten countries: Botswana; Lesotho; Mauritius; Madagascar; Mozambique; Namibia; South Africa; Swaziland; Zambia and Zimbabwe on GBV. Through the COE process GL has worked with local government associations and relevant ministries. The associations will be pivotal to assisting with buy-in at local level.
- GL is working with 100 Media Centres of Excellence across Southern Africa including the ten countries that are part of this proposal. Part of the applied learning in

the media COEs is for journalists to be exposed to and cover GBV. This will strengthen advocacy work as well as contribute to capacity building for the media.

- GL is an accredited trainer and has established the Gender Links Training Institute with three accredited courses (gender awareness; gender mainstreaming and gender and media literacy). GL will now add to this an entrepreneurship course for survivors of GBV as part of a package to empower survivors of GBV that includes the "I" Stories - first-hand accounts - and business skills.
- As much of GL's work focuses on sub-regional 2015 targets that go beyond MDG 3, 2014 offers a strategic opportunity to escalate pressure for government accountability and delivery in the countdown to 2015, as well as help shape the post-2015 gender agenda for the region, in line with global developments and priorities.

Objectives 2014-2016

The matrix summarises GL's areas of work; focus to date; achievements and proposed areas of focus over the next two years. Key objectives include:

- Using the post-2015 window to take stock of losses and gains; strengthen the SGP and ensure that SADC remains

at the cutting edge of global efforts to ensure voice, choice and control for women post-2015 through the lobbying and advocacy initiatives of the Alliance.

- Contributing to the SGP goal of increasing women's voice in and through the media by buttressing policy



No time for lunch! GL Board@Work, April 2013.

Photo: Colleen Lowe Morna

work with on-the-job training for journalists, and extending the COE process to media training institutions.

- Contributing to the SGP goal of women's equal representation and participation in decision-making through accelerating the 50/50 campaign in the wake of the 12 elections during this period.
- Contributing to the SGP goal of gender responsive governance by supporting the 300 COE's for gender and local government, and testing models for cascading this approach to at least 100 more councils based on VFM principles.
- Contributing to the SGP goal of ending gender violence through using VAW Baseline studies conducted in the first phase to review and strengthen National Action Plans for Ending VAW.
- Strengthening institutional effectiveness through improved financial systems at country level; use of IT to enhance accounting, communication, results for change and innovation; good governance and diversification.

GL AREA OF WORK	GL FOCUS TO DATE	ACHIEVEMENTS	PROPOSED FOCUS TO 2016
THE SOUTHERN AFRICAN GENDER PROTOCOL ALLIANCE			
Implementation of the 28 targets of the SADC Gender Protocol	Working with governments in ten SADC countries to align gender policies and action plans to SADC Protocol targets and costing implementation.	In its continued role as coordinator of the SADC Gender Protocol Alliance, GL produces the annual SADC Gender Protocol Barometer. The Protocol and Barometer processes have given significant impetus to the campaign for gender equality. The slogan of the Alliance has progressed from "2015: the time is now", to "2015: yes we can" to "2015: yes we must."	Escalating the 2015 "yes we must" campaign; holding a robust review of gains and losses in 2015.
Expanding the scope of the SGP	Mounting a campaign for an Addendum to the SGP on Gender and Climate Change.		Reviewing the whole SGP to incorporate some of the weak areas in the first phase such as climate change.
GENDER AND MEDIA			
Contributing to the attainment the SGP target of gender equality in and through the media	A six stage process (later expanded to ten), including expanding stage seven (on-the-job training for journalists) to ten step newsroom training linked to the SGP in 108 media houses.	GL was at the forefront in creating a gender and media movement in Southern Africa. There is no region in the world in which an NGO is working with nearly one quarter of all media to develop and implement gender policies, using the provisions of the Protocol on gender parity in and through the media. This work is yielding results. For example, in the Mauritius Broadcasting Corporation, one of the first media houses to adopt a Gender Policy, women sources have increased from 14% to 28%.	Allow more time and invest more in Stage seven, added during the first phase of PPA (effectively making this a 20-stage process) to ensure results.
	Development of self-monitoring tool for tracking progress.		Extend the COE concept to the seven media training institutions that form part of the Gender and Media Diversity Centre.
	GL News Service in English, French and Portuguese.		Repeat the Gender and Media Progress Study in late 2014, as part of preparations for the 2015 review.
			Continue this support and diversify into multi-media products.
GENDER AND GOVERNANCE			
Contributing to the SADC Protocol target of women's equal representation and participation in all areas of decision-making	300 Centres of Excellence for Gender and Local Government (about one third of the total in the ten countries of operation), with modules on Local Economic Development and Climate Change.	GL has singularly put gender on the agenda of local government in Southern Africa, and is localising the targets of the Southern African Gender Protocol through the local-level Gender Action Plans. When GL began research on gender and local government, the region had no figures or database on women's representation and participation in this critical sphere of governance. Now these figures are known, canvassed, and used for advocacy.	Mount a concerted 50/50 campaign to ensure that special measures are taken in all twelve SADC countries that have elections between now and 2016 to increase women's political representation.
	Twelve national and a regional SADC Protocol@Work summit that resulted in 672 case studies on how the SGP is being applied.		Provide backstopping to the COE's through annual administration of the Gender Score Card; cascade the COE's to at least 100 new councils through these methods.
			Cascading summits to district level (then national and regional).
GENDER JUSTICE			
Halving VAW in the SADC region by 2015	Conducting VAW baseline studies to six Southern African countries and using these to strengthen national action plans to end VAW in three countries.	GL with partners has pioneered a methodology for measuring gender violence. Councils previously argued that they had no mandate in this area. Using GBV indicators to measure impact as part of the COE model will make the case that the battle against gender violence can be won - community by community.	Ensuring that the findings of the VAW Baseline Studies are widely canvassed with local communities, used to strengthen and cost NAPS as well as local level action plans in all six countries.
INSTITUTIONAL STRENGTHENING			
Strengthening country operations	GL has opened seven new offices, and now raises 25% of its funds at country level.	The establishment of a strong institutional base.	Building financial capacity and systems in the new offices.
Results for change	Paradigm shift from M and E to results for change.		Shifting all key GL M and E to online surveys.

Geographical positioning

In line with its 2020 vision, GL decided not to spread its wings beyond Southern Africa, in order to consolidate its position in the region. Over the last five years, GL has registered offices in Mauritius (to cover the Francophone countries) and Botswana (home of the SADC Secretariat). We officially opened a Lusophone office on 17 March

2011 (GL's tenth anniversary) and launched a series of integrated programmes aimed at enhancing the attainment of the SADC Gender Protocol targets. Over the last three years, GL has registered six more offices in its previous "project sites" enabling these offices to engage in fund raising initiatives. These include: Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe.

Summary of GL's programme and geographical growth

Core programmes	Pushing the envelope	Initial geographical bases	Venturing into new areas
SADC Gender Protocol	Costing the implementation of the SADC Protocol and GBV indicators; both involving collaborating much more closely with governments Taking ToC to the institutional level - working with 400 institutions.	Since 2008, GL has a head office in Johannesburg; Botswana SADC liaison office and Francophone base in Mauritius, and new offices in Lesotho and Madagascar. GL has project sites in four other countries.	GL opened a Lusophone office in Mozambique, capitalising on the SADC Heads of State summits in Luanda in 2011, and in Maputo in 2012. GL has also registered offices in four other countries - Namibia, Swaziland, Zambia and Zimbabwe, and raised funds or is raising funds in all of these.
Gender Justice			
Governance			
Media			
CROSS CUTTING THEMES			
Gender and climate change	GL has added two cross cutting areas to its programming.		
Economic justice			
INSTITUTIONAL EFFECTIVENESS			
Monitoring and evaluation	Paradigm shift - Results for Change (M and E, knowledge, innovation and learning)		
Website	Visualising data and enhancing E governance through google earth mapping of the COE's		
Value for Money	Securing in-kind costs; better procurement practices; smart partnerships; programme synergies.		

The graphic shows how GL geographical bases have grown alongside the expansion of its programme work, especially the work on gender and local government. Over the coming

years, GL will have to study its presence in each country relative to need and budget. Countries unable to sustain their operations may need to revert back to project sites.

Countries with no GL offices	Key considerations
Tanzania	Strong media niche, but more linked to East Africa; local work difficult to manage from such a distance.
Seychelles	Small island; expensive; no elected local government; GL has been able to make footprints from Mauritius and head office.
DRC	Large; expensive; media and alliance work being cascaded through our partner UCOFEM with support from Mauritius.
Angola	Expensive; Lusophone base in Mozambique provides the opportunity to approach work there strategically and incrementally.
Malawi	No elected local government yet; GL has worked successfully through Alliance focal network.

As illustrated in the table above, summarising the position where GL does not have offices, the organisation will need to carefully examine the pros and cons of opening more offices in the region. For example, in the past GL did not open an office in Malawi because it had no local government. Malawi has local elections for the first time in many years in May 2014. On the other hand, GL has

a strong partner in Malawi - the NGO Gender Coordinating Committee which serves as Alliance focal network. The critical question is whether it is more economical, efficient and or effective to work through partner organisations or to establish a presence. The DRC is an interesting case in point.

Footprints and questions in the DRC

By Loga Virahsawmy - Board Member, former Director, GL Francophone operations



Modeste Shabani, community radio journalist.

Photo: Colleen Lowe Morna

As soon as DRC joined SADC, the CEO of GL, Colleen Lowe Morna, asked me to go on a mission to DRC. In June 2007, GL Francophone editor Marie Annick Savripene accompanied me on a fact finding mission to DRC. Aziza Bengwene, Director of PANOS for DRC, opened the doors for GL. We met with Tiefelo Banza, Director General of Haute Autorite des Medias, High Authority of Media (HAM) and the Director and Assistant Director of Union Congolaise des femmes de media (UCOFEM), Dorothee Swedi and Anna Ngembe. GL got buy-in from HAM and UCOFEM for all its media work in DRC. PANOS provided a free venue for all GL work, making it possible to progress despite the very high operating costs. Key results include:

- HIV and AIDS and Gender Policies in 13 media houses that have gone on to become Centres of Excellence for Gender in the Media.
- Key national gender and media research reports including the Gender, Media and HIV and AIDS Baseline Study

and the Glass Ceiling, Gender and Media in Newsrooms reports that form part of bigger regional studies.

- Code of Ethics for the HAM.
- Training on the SADC Gender Protocol and engagement civil society on writing the DRC Barometer.
- The SADC Gender Protocol Costing Workshop in partnership with the gender ministry.
- SADC Protocol@Work Summits in 2013 and 2014.
- Several launches of GL publications on the work in DRC as well as GL publications in general, e.g. GL@Ten.

Despite not having a physical presence, DRC is a country where GL has made a great impact. GL is a brand in DRC while UCOFEM has a good reputation. Twenty ministries and over ten NGOs and parastatal participated in the one week training for costing implementation of the SADC Gender Protocol. The 2013 DRC SADC Protocol@Work summit attracted 95 entries - the second highest number after Madagascar, and considerably higher than many countries where GL has offices.

Challenges include:

- PANOS moved to a smaller venue; GL has since had to pay for venues.
- The 2014 Summit proved to be a logistical challenge. Not having an operational base placed considerable strains on all concerned. Although goodwill won the day, there is need to introspect on more effective ways of operating.

If GL continues to get funding for projects that include DRC, it is suggested that we work through UCOFEM and not individuals. This may pose short term challenges with regard to accountability, but institutional approaches are important for long term, sustained interventions that build capacity on the ground, and enable GL to leverage its knowledge resources without having to establish an entire and costly operational base on the ground. GL also needs to investigate long term, cost effective venue options.

PARTNERSHIPS

By Sifiso Dube, Alliance and Partnerships Manager



Strengthening partnerships is a key to GL's work.

Photo: Colleen Lowe Morna



Swaziland costing workshop.

Photo: Colleen Lowe Morna

"South African Women in Dialogue (SAWID) hereby expresses our most sincere support and best wishes for the outcomes of the Gender Links SADC Gender Protocol National Summit 2014, for the shared dream of 50/50 by 2015 and for a strong post 2015 gender agenda.

We are deeply appreciative of the partnership that Gender Links has offered SAWID in collaborating towards demanding a strong post 2015 agenda, and SAWID fully supports the advocacy to demand government actions and accountability on the areas of women empowerment enshrined in the SADC Gender Protocol. The priority areas of the SADC Protocol are areas of concern that women have repeatedly highlighted at SAWID events since our first SAWID National Dialogue in July 2003.

SAWID assures Gender Links of our most enthusiastic support in the implementation of any measures designed to ensure that women become agents of their own development and to empower women to contribute maximally to a post 2015 agenda of seeking to ensure human and societal sustainability and well-being within planetary boundaries.

The military, political and economic disruption that we observe around us provides a fertile opportunity to transform the realities of the lives of African women, children and families during the next decade. The level of chaos inherent in the disintegration of antiquated ways of thinking

and behaving demands that we switch direction towards strategies that embed psychosocial integrity, ecological resilience and productive self-reliance at the level of the individual family.

Many the women of South Africa continue to make their voices heard, share best practices and create collaborative centres of excellence through the safe spaces created by Gender Links and the SADC Protocol Alliance. We wish you every success in attaining the outcomes that you strive towards." Excerpts from support letter by Marthe Muller, COO South African Women in Dialogue.



Marthe Muller, speaking at the Women Demand Action Now workshops. Photo: Colleen Lowe Morna

Gender Links has strategically developed a programme delivery mechanism based on partnerships, networking and collaboration. The quest for gender justice requires a multi-pronged approach that no single organisation, group or institution has the necessary information, resources, and authority needed to remedy. Strong partnerships foster ownership and promote sustainability. The sustainability of the programmes and impact is therefore based on the strengths, resources, expertise, and most importantly the goodwill and commitment brought in by each partner. As a result, GL has managed to leverage programme support through partner activities to achieve multiplier effects and costing savings. Below is a matrix of the type of partnerships across programmes. GL continues to cultivate partnerships by identifying partners that are networks of networks creating cascading effects.

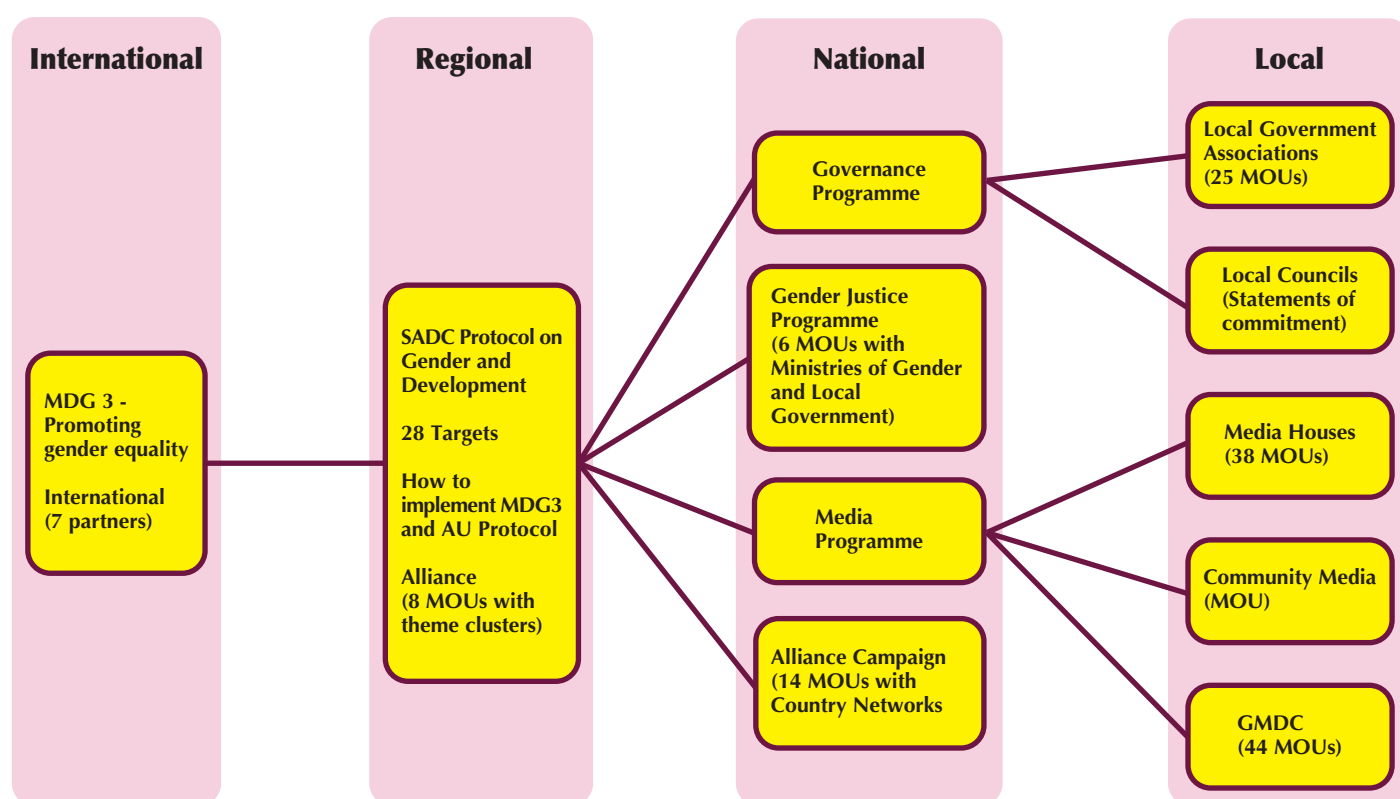
As we have opened offices, we have sought to deepen and strengthen partnerships, especially at the local level. Here, we work primarily through local government

associations. Councils that join the Centres of Excellence for Gender in Local Government sign “statements of commitment” within the broader rubric of the agreements reached with associations.

The work of the SADC Gender Protocol Alliance takes place exclusively through national focal networks and theme clusters at regional level with whom GL has Memorandum of Understanding or MOU's. The work with media houses involves direct MOU's signed with these organisations. GL also has several MOU's with media education, and development organisations through the Gender and Media Diversity Centre (GMDC).

GL has worked with gender ministries in Seychelles, Namibia, Zambia and Swaziland to align their gender policies to the SADC Gender Protocol and cost implementation. GL is also working with gender ministries in Zambia, Lesotho and Zimbabwe on the Violence Against Women (VAW) Baseline studies.

Delivery mechanisms through partnerships



The diagram shows how GL forms partnerships from a local level to an international level. The GL partnerships connects the dots of gender equality cascading the processes to each platform. Although some partnerships are cemented

with MOUs, some remain a non-binding and informal. The lines of convergence centre around increasing voice, choice and control in gender equality by providing relevant platforms, resources, linkages and materials.

Partner's distribution by programme and geographic distribution		
Programme	Partners 2013	Partners 2012
Media	84	82
Alliance	29	25
Governance	25	25
Justice	4	4
Total	142	132
Network	Partners	Partners
Alliance National Focal Networks	15	15
Alliance Theme clusters	8	8
Interest Groups	9	2
Local Associations & NGOs	7	7
Councils	12	12
GMDC	46	44
Media houses	38	38
Sub total	135	126
Gvt	5	5
Inter-governmental organisation	1	1
Total	141	132
Regional-bilateral		
Angola	1	1
Botswana	12	12
DRC	5	5
Lesotho	4	4
Madagascar	14	14
Malawi	8	8
Mauritius	8	8
Mozambique	7	7
Namibia	5	5
Seychelles	1	1
South Africa	14	14
Swaziland	6	6
Tanzania	11	11
Zambia	14	14
Zimbabwe	13	13
Sub total	127	123
Regional		
Africa-Kenya	6	2
International	8	7
Total	141	132

The comparative statistics for GL partners in 2012 and 2013 show that the number of partners with whom GL has formal partnerships (ie Memorandum of Understanding) increased from 132 in 2012 to 142 in 2013 - a 7% increase. The media programme (GL's first programme) with 84 formal partnerships, has the largest number of formal partnerships. With 14 partners in each, Madagascar, Zambia and South Africa are the countries with the largest number of formal partnerships. The number of international partnerships increased from two to eight, as GL's profile and international links have strengthened.

The Alliance programme contributed most to this increase as the networks have extended their reach. The Justice



**Collecting,
Connecting,
Collaborating**



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programme's partners are unique in that these are Ministries of Gender from four countries Botswana, Lesotho, Zambia and Zimbabwe.

Partnership audit

Programme	Local government	National government	Media houses	Civil society	International
Alliance		✓		✓	✓
Media			✓	✓	✓
Governance	✓	✓		✓	✓
Justice	✓	✓		✓	✓

The table shows how GL's four programme areas link across different types of partners. Strategies for partnerships include:

- *Alliance* - Building a coalition of regional and national NGOs that promote gender equality;
- *Media* - Direct approaches to media houses to join the Centres of Excellence for gender mainstreaming in media;

building long-term institutional relations with media regulators and training institutions.

- *Governance* - Formalising links with local government associations and/or gender/local government ministries; approaches through these to over 140 COE municipalities with a target of 300 by 2014.
- *Justice* - Formalising links with gender and justice ministries for the gender-based violence (GBV) indicators project.

GL Beneficiaries

AREA OF WORK	BENEFICIARIES			TOTAL
	Proximate	Intermediate	Ultimate	
SADC Gender Protocol	1,138	2,276,000 ¹	282,862,994 ²	285,140,132
Media	1,712	88,268,974 ³	264,806,922 ⁴	353,077,608
Governance	8,403	28,224,189 ⁵	132,574,693 ⁶	160,807,285
Justice	652	22,101 ⁷	83,50,0795	83,517,548
TOTAL	11, 905	118,785,264		
DESCRIPTION	Direct beneficiaries of GL work	Beneficiaries that GL reaches through partners, governments and other institutions GL works with		



The table shows the beneficiaries that GL reaches directly through the different programmes and those that GL reaches through partners and other stakeholders. In the case of local government, GL counts the population serviced by these councils as key intermediate beneficiaries. In the case of the media, GL is gathering data on the audiences reached by the media houses that it works with. The figures show that for every person GL works with directly, there are 100 more reached indirectly: this is the essence of the

catalytic, “small organisation with giant footprints” approach. GL vision is “a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.” Therefore, at the ultimate level GL aspires to impact on all citizens in the countries where it works.

Type of beneficiary feedback	F	M	Total	How analysed
Gathering feedback from beneficiaries				
Website (hits)	N/A		341,785	Monthly comments gathered and classified.
Gender Progress Score (current status)	20,326	20,326	38,514	Online database.
“I” stories	538	538	538	Using key words from the VAW Baseline Study; to add a “human face” to the research. GL has drawn up indicators and key words linked to its Theory of Change (ToC) and used these to analyse the 328 interviews with direct beneficiaries gathered over the year (see Section 9).
Changing lives	109	109	172	
Women and men making a difference in the politics	131	131	131	
Women and men making a difference in media	18	18	25	
Providing feedback to beneficiaries				
Local government COE institutional profiles	N/A		124 53	GL has prepared summative “ <i>Learning by listening</i> ” reports from the COE verification visits, shared with partners for their feedback at the summit.
Media COE institutional profiles	N/A			

The table shows how GL goes about gathering feedback from beneficiaries. The results of this analysis can be found in the Results for Change section of the report. Each year, GL also administers a partnership survey.

¹ The Alliance Network is constituted of institutional partners and governments, the figure is calculated on the basis of every direct beneficiary reaching at least 2000 beneficiaries.

² Population of the SADC region.

³ This one third of the population of the media COE countries based on the premise the media COEs reach at least a third of the population in their countries.

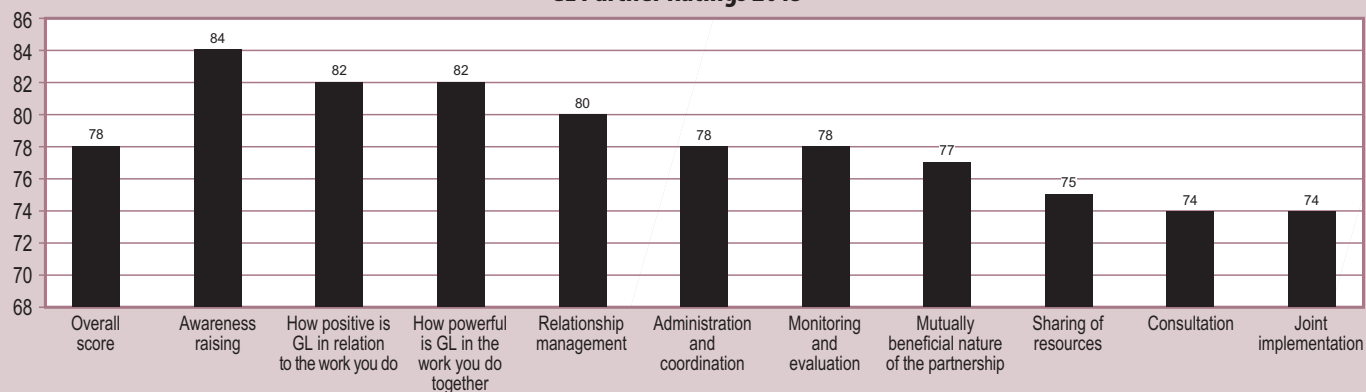
⁴ Total population of the media COE countries.

⁵ Populations of the media COE councils.

⁶ Total population of the local government COEs.

⁷ Constitutes respondents from the GBV Indicators research (16101) and the beneficiaries including government and other stakeholders from the six countries where the research has happened.

GL Partner Ratings 2013



GL Partner ratings in 2013 give an overall score of 78%, with awareness raising (84%) and positive attitude (82%) as well as powerful partner (82%) ranking highest. Sharing of resources (75%), consultation (74%) and joint implementation (74%) rank lowest. The following are some of the comments made by partners:

- GL is very good in documentation and sharing its work with partners. I think what needs to be improved is in capacity building or mentoring of institutions like Women in Law Southern Africa (WLSA). We are not 100% competent with using media to show case our work. So if they could assist us in using the media. - *WLSA - Libakiso Matlho Lesotho*
- Much direction on our partnership will depend on the upcoming strategic planning meeting. - *MISA Lesotho*
- Information about gender should be sent to all media who are Centres of Excellence for them to implement whatever GL is requesting for if there are any activities within Malawi other Media Centres of Excellence should be part of the group. - *Dzimwe Community Radio Station, Malawi*
- After working with GL as a focal person I better understand the role and position of TGNP within the Alliance which GL coordinates. To me and my organisation the partnership with GL provided a learning experience. For instance the reflections on SADC Gender Protocol beyond 2015 is being done in a more enriching manner. - *TGNP Tanzania*
- One of the outstanding contributions they made was the influence and introduction of GL to the board of Trustees. To assist Gender links in the gender discourse, the Trustees appointed a gender focal person to work closely with them, which has contributed immensely to GL activities. - *ALAN Namibia*
- The local government sector will be leading the implementation of the SADC Gender Protocol by 2015 as results of this relationship. GL has the expertise and finances whilst AMICAALL Namibia has the human resources, infrastructure, knowledge of the local government operations and systems. - *AMICAALL Namibia*
- Working with Gender Links has been really helpful in that they have the best team. I have sent one member of my organisation to participate in the Barometer at the constituency level and that has both challenged and

motivated us as a men's organisation as we see GL tapping into virgin ground advocating to have women leaders. Although Swaziland is a signatory to the protocol it is still hard because it remains a conservative country and it has been through GL that we are learning and getting exposure to this Protocol. We are eager to partner and make sure targets are being met. - *Men In Action Against Violence and Abuse, Swaziland*

- People also need to have knowledge on what they are discussing when talking about gender equality and 50/50, which we won't achieve without consistency. We need to sustain this campaign. - *Selulasandla, Swaziland*

Challenges to partnerships

The DFID Governance and Transparency Fund Evaluation found that "Partnerships are relationships and every relationship has its challenges. Despite the best practices discussed above, some of the challenges that prevent smooth operations of partnerships include inadequate communication by GL, changes in council structures, partners' fears of being overshadowed by GL and lack of resources. Some partners said that GL did not communicate early enough or do not adequately respond to their requests. They attributed this to turnover of staff at GL headquarters. GL is also concerned that sometimes partners take long to respond to their communication especially in getting buy-in from local councils and the media houses. GL is working on improving communications with partners through regular Email updates, teleconferences, face-to-face planning during the annual Alliance meetings and sharing information.

GL is also concerned about the changes in the governance structures of councils especially those that occur after elections when new councillors replace the old ones. GL is mitigating this challenge through institutionalising action planning and dedicated monitoring systems of progress in councils. The councils and media houses are also challenged with lack of adequate financial resources to implement their gender action plans. Some of these partners are addressing this problem through prioritising implementation of the different aspects of the action plan on annual basis. This takes the pressure off implementing the entire work plan with meagre resources.



GL has a strong and vibrant partnership with the Malawi network.

Photo: Colleen Lowe Morna

Finally, some partners are fearful that GL will overshadow them. GL is aware of this challenge as pointed out in the Government and Transparency Fund Mid-Term Evaluation. The organisation has developed a strategy of working from behind and occupying a supportive role, allowing partners to take ownership and lead the way. For example the Alliance focal country network took centre stage at the recent launch of the 2013 SADC Gender Protocol Barometer. GL was only there giving technical guidance. Members of the focal network drafted the communiqué presented to the president of Malawi, Dr. Joyce Banda at the Barometer launch. Another example of giving partners the limelight is GL's partnership with the Women's Affairs Department (WAD) in Botswana for the GBV Indicators research. GL managed technical research components including analysis and drafting of the report (the software) while WAD managed all in-country processes including provision of resources (financial, human and administrative), logistics for training and fieldwork (including mobilisation of research assistants) as well as for the launch of the GBV Indicators Study Report (the hardware) (GL Annual Report 2012). In the GBV Indicators project GL

ensures stakeholder engagement at inception, during the research and dissemination phases of the project.

Next steps - strengthening partnerships

Partners identified some key areas that GL could improve:

- Share knowledge especially documentation to improve evidence of the SADC Protocol@Work.
- Scheduled communication with formal partners
- Finalise communication strategy with partners and disseminate.
- Joint resource mobilisation especially on country specific issues.
- Post-2015 mobilisation across the region driven by country focal networks.
- Increase level of engagement through participation at partner events.
- Deepen implementation through documentation with current partners in governance and media.
- Motivating partners to contribute articles in online platforms such as the GL News Service.

POA PROGRAMME OF ACTION



Women Demand Action Now campaign in Cape Town.

Photo: Colleen Lowe Morna

Gender Linked through the SADC Gender Protocol



"I am an ordained woman minister of the United Congregational Church of Southern Africa.

I attended the SADC Gender Protocol Summit which was organised by Gender Links and held on the 22nd to the 24th of April 2013 as an observer. Even though Faith Based Organisations were not excluded from the event, I found the interest in relation to faith and culture very trivial. I also attended the small group presentations in which the appraisals were done towards awards and these discussions too seemed to happen in an atmosphere of complete ignorance to issues of faith and gender.

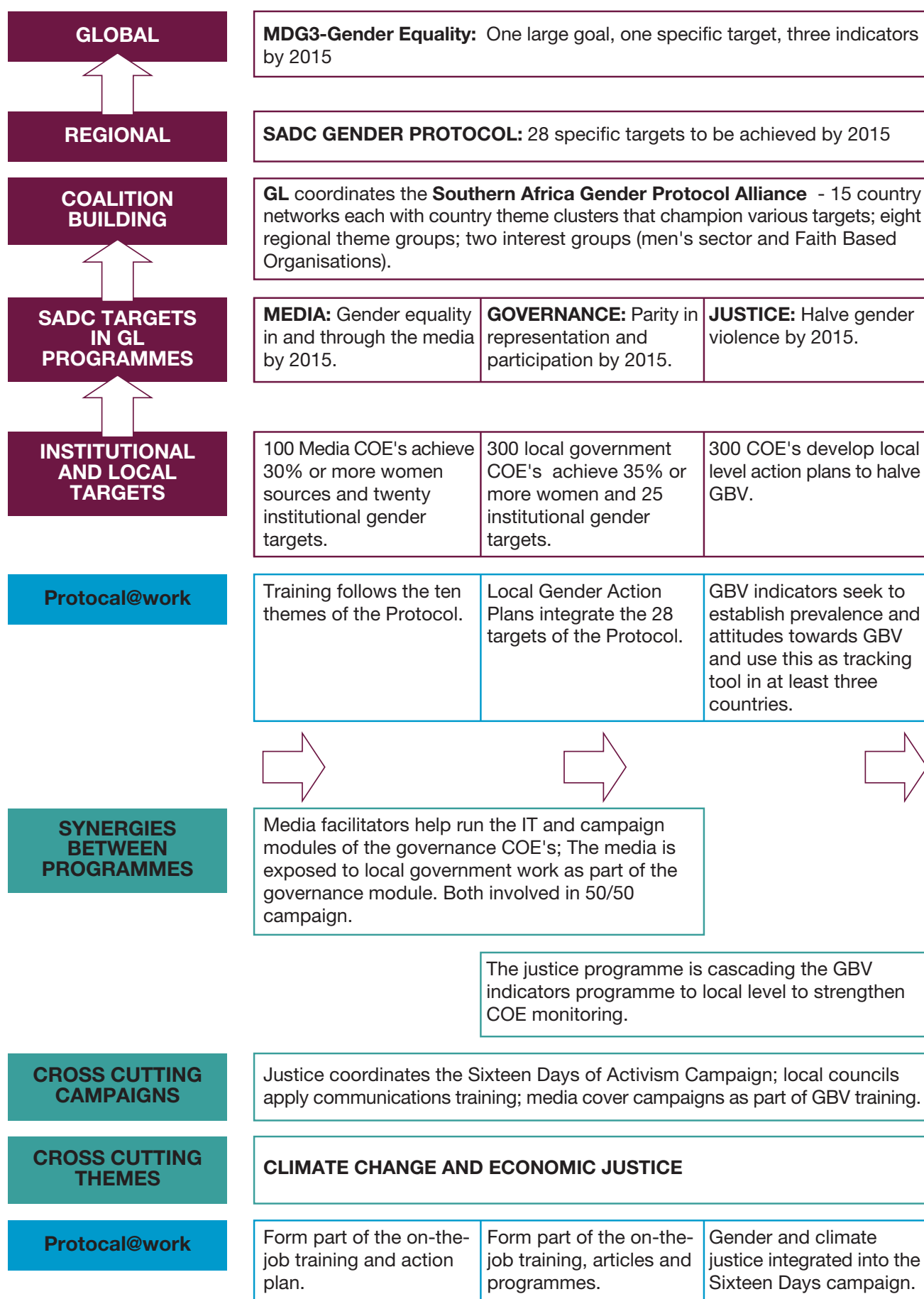
It is through my reflections on this summit together with a concern of our general lack of knowledge as a Church on contextual issues relating to gender and faith that has driven me to request you to provide support for a regional gathering that can enable us to think about these contextual matters.

I have over the last seven years been working as the Regional Secretary for the Council for World Mission. This is a Christian organisation that works with five denominations over eight countries in Southern Africa. I have gained vast experience over this period of time and worked closely with denominations like The Church of Jesus Christ in Madagascar, the United Church of Zambia, the Churches of Christ in Malawi, the Uniting Presbyterian Church in Southern Africa and the United Congregational Church of Southern Africa. I am therefore alert to the fact that women are marginalised in the decision-making roles of these Churches and that conversation and consciousness need to be raised on matters of gender.


My strength is in programme development and my particular concern is on matters of Gender, Social, Economic Justice particularly with women, youth and children."

- Rev Dr. Cheryl N. Dibeela (E Mail communication recieved after the 2013 SADC Gender Protocol@Work Summit)

GL PROGRAMME AT A GLANCE



GL's THEORY OF CHANGE



gender links
for equality and justice

POLICY BRIEF
2013
Gender Links' Theory of Change

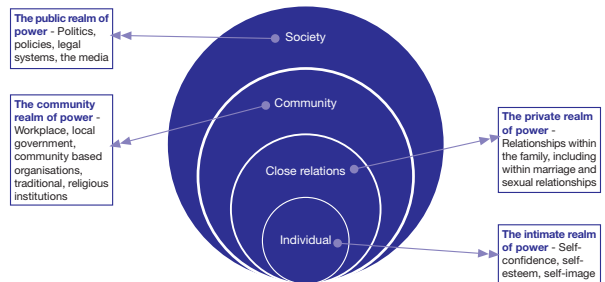
Synopsis

Just as this Theory of Change (ToC) makes the case that social change occurs in a series of interlocking circles rather than as a linear progression, GL's Theory of Change has evolved through various cycles. With its initial slogan, *gender equality in and through the media*, GL's work began with a focus on gender and the media. This grew into a campaign for the adoption in August 2008 of the Southern Africa Development Community (SADC) Protocol on Gender and Development. GL's programmes have expanded from media into governance and justice, with cross cutting themes on climate change and economic justice. Our slogan has evolved to: *Gender Links for equality and justice*. We are now in a better position to see our programmes as a spider's web rather than silos; and to articulate the cumulative change that we seek. We have been assisted in doing so by peer learning partnerships that we have joined and fostered.ⁱ

Current state of the problem

Of all the sources of inequality and exclusion across the globe, gender is the most cross-cutting of all. Reinforced

in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly-the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. While society generally identifies other forms of inequality, gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality is a global phenomenon. In South Africa, often described as a microcosm of the globe because of its history of racial inequality and ethnic diversity, a Constitutional court judge described patriarchy as the country's only truly non-racial institution because of its deep-seated and cross-cutting nature. Gender inequality follows the *life cycle* of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives - under their fathers, husbands, even sons, and as widows subject to male relatives.



ⁱ The ToC is adapted from the draft ToC developed by the Gender Working Group of the DFID- PPA Gender Working Group, with substantial input from the Southern African Learning Partnership (SALP).

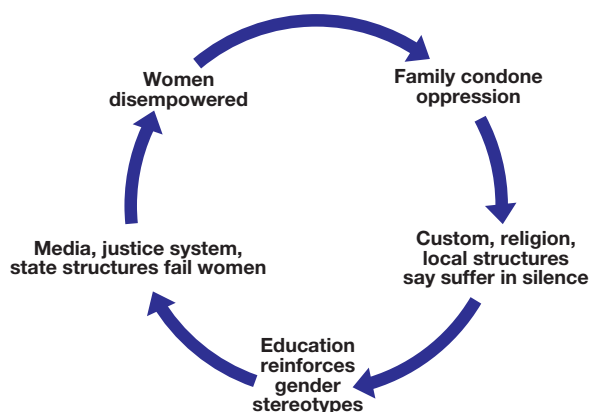
In 2012/2013 GL fine-tuned its Theory of Change. GL's ToC begins from the premise that gender is the most cross-cutting source of social exclusion. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly-the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary, local and national structures. Gender inequality is so *normalised* that it often goes unnoticed, including by women who have been socialised to accept their inferior status.

Southern Africa, like many regions in the world, is confronting the chasm between the progressive *rhetoric* of gender equality, and the *reality* of major social, political and economic gender gaps. On the one hand, this is the only region in the world to have adopted a legally binding SADC Protocol on Gender and Development with 28 targets in ten sectors to be achieved by 2015, providing a regional roadmap for the attainment of MDG 3 - gender equality. However, women remain the majority of the poor, the dispossessed, the landless and the unemployed. HIV and AIDS has reversed many of the fragile gains: women constitute the majority of those infected and affected by the pandemic which has taken its largest toll in Southern Africa.

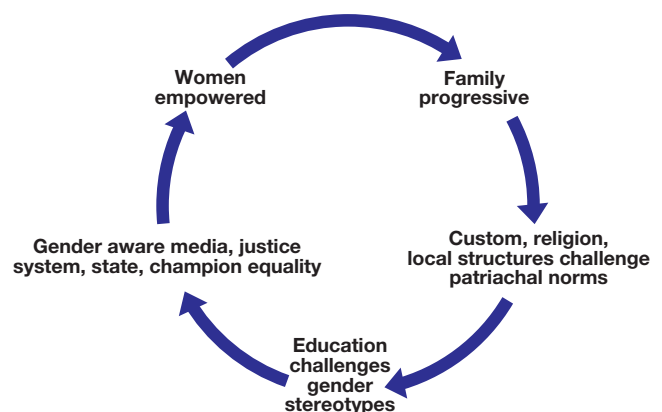
Customary practices undermine Constitutions and laws, sometimes condoning gender violence, one of the most telling indicators of gender inequality. Violence Against Women Baseline Studies conducted by GL in six of the fifteen countries in the region shows that between half and two thirds of women in Southern Africa have experienced some form of violence over their lifetime, up to 20% within the last year.ⁱ These studies, which include an attitude survey, show that while the majority of men say they believe women and men are equal, a shockingly high proportion believe that a man has a right to beat his wife. Research showing that women lack voice and choice is corroborated by GL's 2010 Gender and Media Progress Study showing that women in Southern Africa constituted a mere 19% of news sources (compared to the global figure of 25% in the 2010 Global Media Monitoring Project).ⁱⁱ

GL's vision is a region in which women and men are able to participate equally in all aspects of *public and private life* in accordance with the provisions of the SADC Gender Protocol (SGP). GL believes that the *vicious negative cycle of inequality* can be turned into a *virtuous positive cycle of equality*. As illustrated in the graphics below, this involves change from the private (individual, close relations) to community to society at large.

Vicious negative cycle of inequality

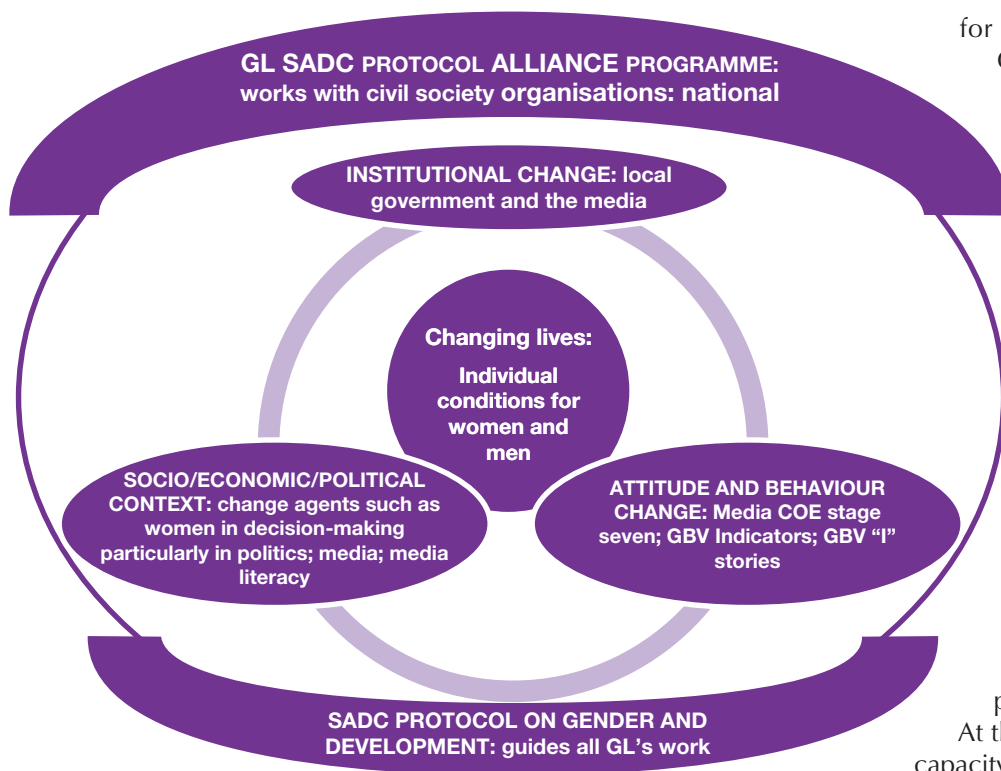


Virtuous positive cycle of equality



ⁱ Violence Against Women Baseline studies in South Africa, Mauritius, Botswana, Zambia, Zimbabwe and Lesotho. Pamphlet.

ⁱⁱ Gender and Media Progress Study, one regional and 14 country reports.



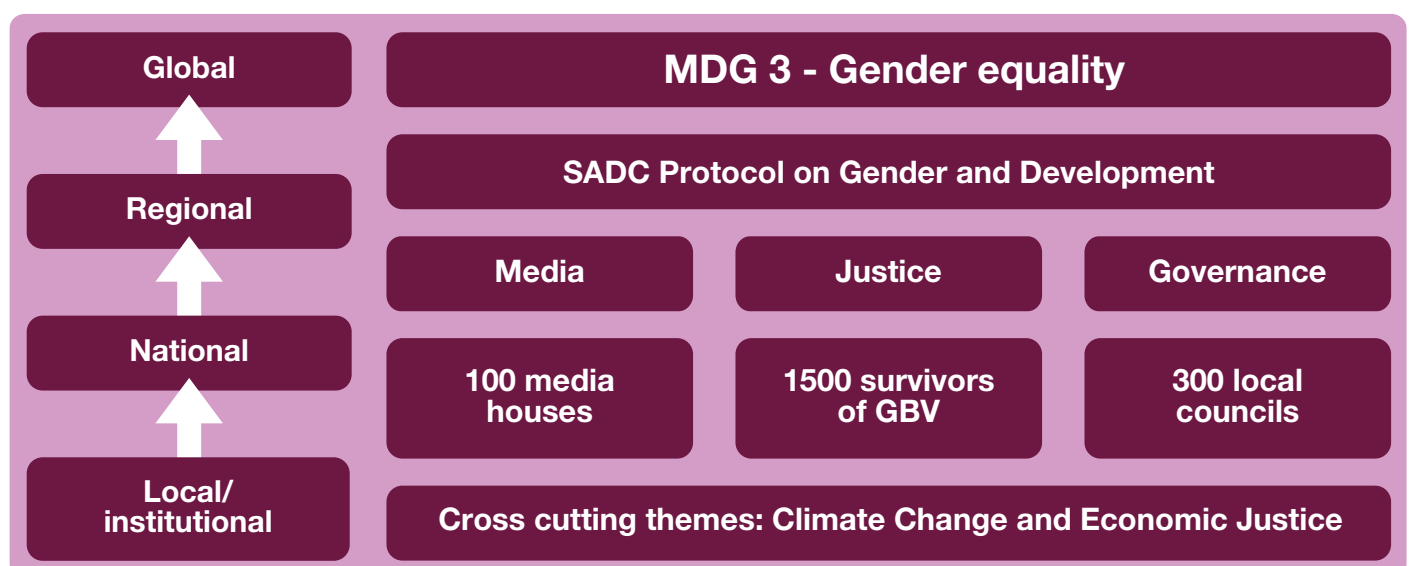
GL's ToC recognises that *equality of opportunity, often created by formal changes, does not necessarily equate equality of outcome, often undermined by informal forces*. For change to occur, strategies must go beyond the measures typically taken by governments to include changes in attitudes and behaviour. The GL ToC also recognises that social change is seldom linear. It occurs in a series of interlocking circles. Within the broader framework of MDG 3 and the SGP GL seeks to influence change at individual and institutional as well as national policy level.

At the **state level** GL, as coordinator of the SADC Gender Protocol Alliance (SGPA), has mounted a high profile campaign for the review of laws and policies, and allocation of resources to achieve the SGP under the banner "*2015: Yes we must!*". This campaign, that includes advocating

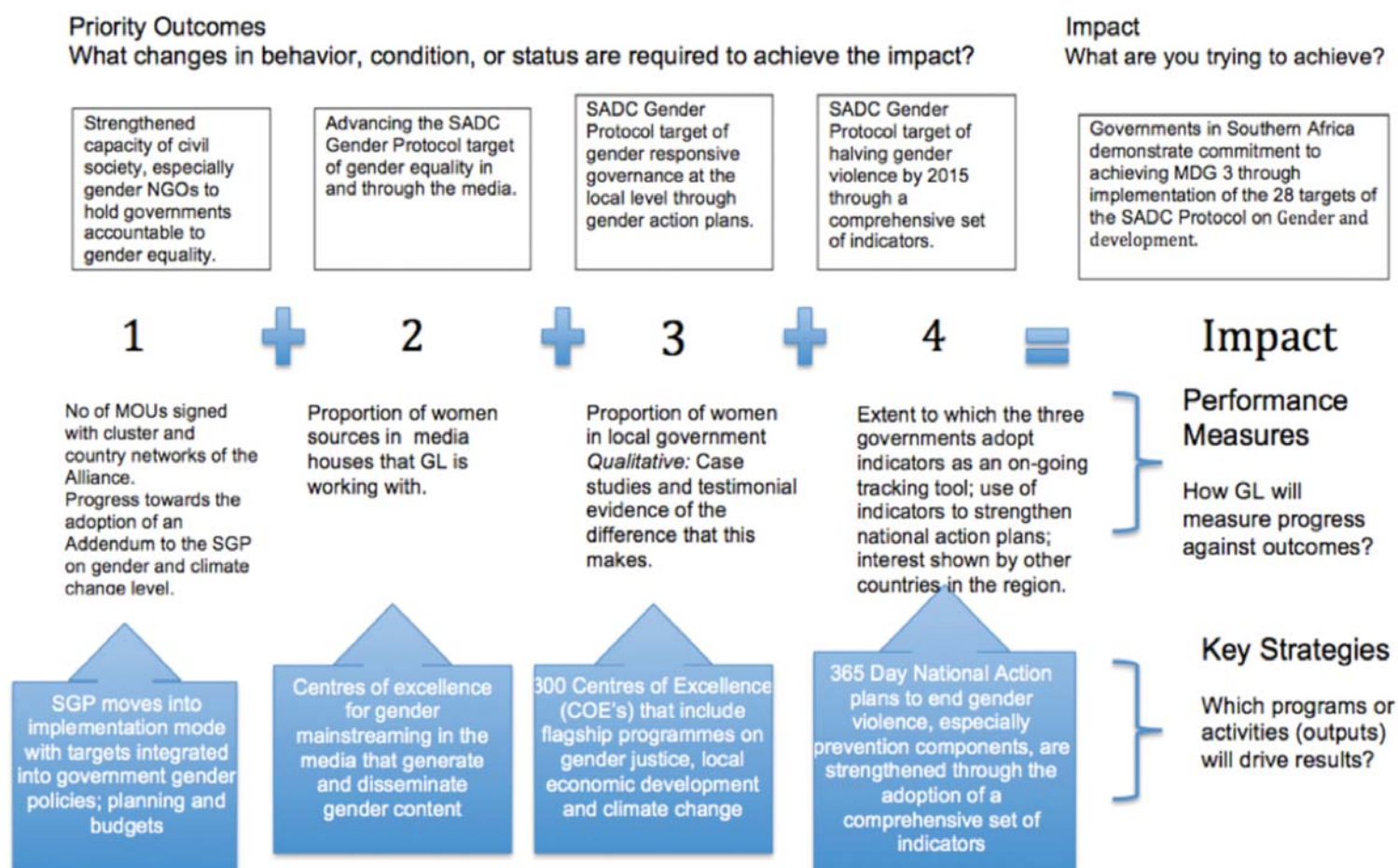
for an Addendum on Gender and Climate Change, is measured through the annual SADC Gender Protocol Barometer,ⁱⁱⁱ a key evidence-based mobilising tool for civil society. GL's justice programme works with governments to provide baseline data on gender violence for multi-sector national action plans aimed at halving gender violence by 2015. At the **institutional level**, GL integrates the targets of the SGP into 400 local government and media gender action plans that contribute to the attainment of gender parity and gender responsive governance in these sectors.

At the **individual level**, GL builds the capacity of Gender Champions and Focal Persons - *Drivers of Change* - to demand accountability through learning-by-doing. GL has also recently launched a programme to link survivors of GBV to local entrepreneurial opportunities, testing a nested ToC on the link between economic empowerment and the reduction of GBV.

Geographically, GL seeks to create links from **local to global level**. At the global level, GL contributes to the attainment of MDG 3 and is actively engaged in the post 2015 debates. At regional level, the SGP serves as a roadmap for MDG 3. GL mainstreams the targets of the Protocol into its core media, justice and governance programmes that increasingly work at institutional level - in the media and local government - to localise the targets. Climate Change and Economic Justice cut across all three programme areas. The graphic below shows how GL's ToC is translated into its key outcome areas:



ⁱⁱⁱ The SADC Gender Protocol Barometer 2012, by Colleen Lowe Morna and Loveness Jambaya-Nyakujarah. GL 2012. GL Research publication, also available on the website.



The key objectives of GL's POA include:

- Strengthening the work of the Southern African Gender Protocol Alliance (SGPA) through its seven theme clusters (constitutional and legal; governance; peace and security; economic; gender violence; Health, HIV and AIDS; and media) and 15 national networks in the run up to 2015.
- Mounting a campaign and developing skills at national level for aligning of gender policies and action plans to the SGP and costing implementation, and at regional level for an addendum to the SGP on gender and climate change.
- Using the results of the 2010 Gender and Media Progress Study to accelerate gender equality in and through the media in 100 gender Centres of Excellence (COE's) and tracking progress through media monitoring.
- Campaigning for women's equal representation and participation in political decision-making, especially at the local level, through high profile 50/50 campaigns

linked to upcoming local elections, in line with the SGP target of achieving gender parity in all areas of decision-making by 2015.

- Integrating SGP targets into gender action plans with flagship programmes on local economic development, gender violence and climate change in 300 Centres of Excellence for gender in local government and developing innovative models for cascading this work that enhance ownership and capacity.
- Cascading the Violence Against Women Baseline study pilot project to measure the extent, effect and cost of gender violence to at least six countries in the SADC region to provide an effective instrument for measuring progress towards the Protocol goal of halving GBV by 2015.
- Using this tool to strengthen implementation of plans to end gender violence from local to national to regional level.

The SADC Protocol@Work summits 2013

“And then you go to the Gender Summit and you see the one Muslim lady from Mauritius and she's made a difference and you think, “Oh, shame on me!” - And we tell our participants that the fact that you go to the summit is a prize. The prize is going to the summit. If you get something at the summit it is just a bonus, and even like the national pride when we go, we are just going there as Zimbabweans. The ZANU-PF and the MDC councillors mix. The MDC councillors become friends with me, even though I am seen as the minister's person and yeah, it's amazing!”

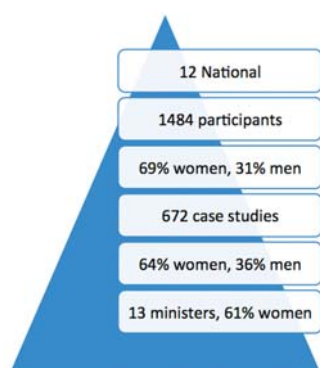
(Erica Jones, Director of Human Resources, Ministry of Local Government, Zimbabwe)



The Alliance has chosen to use the SGP as its framework for demanding accountability because it encompasses all commitments and enhances these through specific time-frames.

Since the adoption of the SADC Protocol on Gender and Development in August 2008, 13 of the 15 SADC countries have signed the protocol.¹ Only Botswana and Mauritius have not yet signed. The Protocol is now in force since more than two-thirds of SADC countries have signed and ratified it, although the Democratic Republic of Congo (DRC), Madagascar and Zambia still need to deposit instruments of ratification with the SADC Secretariat. In 2015 governments will have to account for the actions that they have taken (or not taken) to meet the targets of this unique regional instrument, which brings together global and continental commitments to gender equality. While the debate about a post-2015 development agenda² is important, it is also important to hold governments accountable for meeting the targets that have been set for the next two years. The Millennium Development Goals (MDGs) also have targets set for 2015. MDG 3 aims to promote gender equality and empower women.³

The summit process



In 2013 Gender Links, the Southern African Gender Protocol Alliance, local government associations, Gender and Media (GEM) networks and media development institutions hosted a series of Southern Africa Gender Protocol @Work Summits to gather evidence of how this instrument is being used on the ground. With the

support of the SADC Gender Unit, the initiative aimed to increase the momentum of implementation in the run-up to 2015.

During the national summits, representatives from civil society, the media and local government presented good

practices related to the SADC Gender Protocol (SGP). The alliance is calling on Southern African governments to make a concerted effort to meet the agreed targets for gender parity in all areas (political, social, and economic) by 2015.

The summit process aimed to achieve the following at country and regional level:

- Take stock and turn up the pressure for implementation and accountability in the region.
- Bring together key stakeholders to share strategies and good practices.
- Profile and affirm the work of media and local government gender Centres of Excellence.
- Build links between organisations.



Meghanaiyegee Veerachetty receives an award from Mauritian Minister of Local Government, Herve Aimee, at the Gender Justice and Local Government Awards 2013.

Photo: Gender Links

Mauritian Minister of Local Government, Herve Aimee, delivered the keynote address at the opening ceremony, giving an account of how the Indian Ocean Island amended its constitution to allow for a quota of women in local government that led to a four-fold increase in women's representation in the 2012 local elections. The regional summit ended on 24 April with awards and a gala dinner, addressed by the acting premier of Gauteng, Nandi Mayathula Khoza and former Deputy President Phum-

¹ See SADC (nd) "Gender unit" available online at <http://www.sadc.int/sadc-secretariat/directorates/office-executive-secretary/gender-unit/> (accessed 11 June 2013).

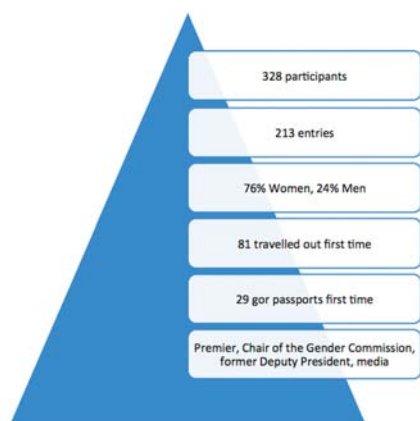
² See for example IRF (2013) Post-2015: framing a new approach to sustainable development Independent Research Forum (IRF) policy paper March 2013. See also IDS (2013) "Gender and the post 2015 framework" Institute of Development Studies (IDS) 13 May 2013 available online at <http://www.ids.ac.uk/news/gender-and-the-post-2015-framework> (accessed 12/6/2013).

³ UN Women (2013) "Momentum towards meeting the MDGs: 1000 days of action remain" available online at <http://www.unwomen.org/news-events/in-focus/mdgmomentum/> (accessed 7/7/2013).

zile Mlambo Ngcuka. Civil society speakers at the regional summit included Gotlhaloganyamang Phaladi (Voice of the Youth, Botswana), Emma Kapandula (survivor of gender violence, Zambia), and Felleng Makeka (Lesotho Business Women's Association).

After a gruelling judging process, Gender Links and the Southern African Gender Protocol Alliance awarded 45 gender champions (34 women and 11 men) prizes for their efforts to put the SADC Gender Protocol to work. Local government, media and civil society representatives presented good practices on the 28 targets of this unique sub-regional instrument that are to be achieved by 2015. Former South African deputy president Phumzile Mlambo-Ngcuka presented the awards at the joyous ceremony held under the banner, "2015, yes we can, and yes we must!" "Suddenly the impetus is reinvigorated, people have been reminded that the 2015 is looming. What was really positive is the involvement of young people demonstrating the enthusiasm of the new generation taking the baton forward," said Kubi Rama, Chief of Operations at GL.

GL CEO Colleen Lowe Morna said, "In this summit we are all winners. We walk away as drivers of change, foot soldiers for a region in which women and men are able to realise their full potential in their public and private lives."



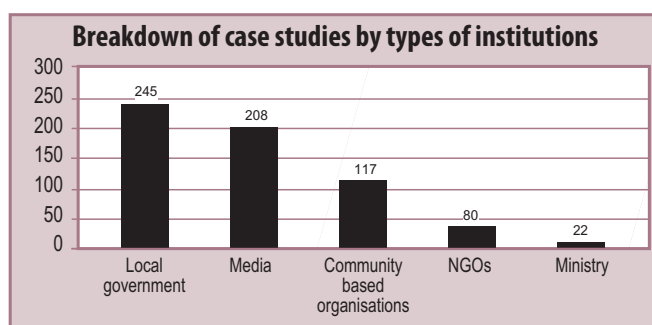
The regional summit consisted of plenary sessions each morning, followed by parallel presentations in the following thematic categories:

- Constitutional, legal rights and governance
- Education, training and economic development
- Gender-Based Violence and conflict resolution
- Sexual and reproductive rights, health, HIV and AIDS

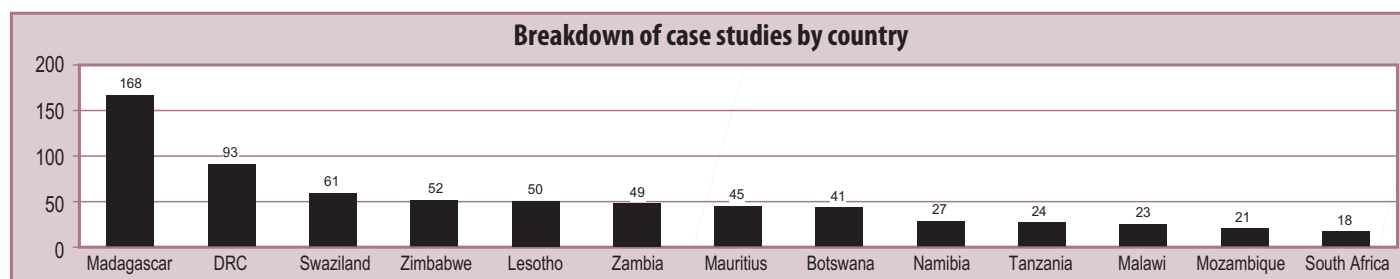
- Climate change and sustainable development
- Media: Print; Radio; TV Content
- Gender in Media Education
- Leadership: Media
- Local government Centres of Excellence: Most improved; Best performer rural; best performer urban.
- Leadership: Local government
- Faith-based organisations

Institutional entries included the Centres of Excellence (COEs) for gender in local government and in the media, where GL is working to mainstream gender within about 300 institutions across the SADC region.

The 672 case studies collected in the course of the summit process represent a wide variety of initiatives, with different approaches and target groups, and in diverse operating environments. The projects ranged from large projects with government or international donor funding to small income-generation activities that have grown beyond their immediate purpose, created jobs, and are being replicated elsewhere.

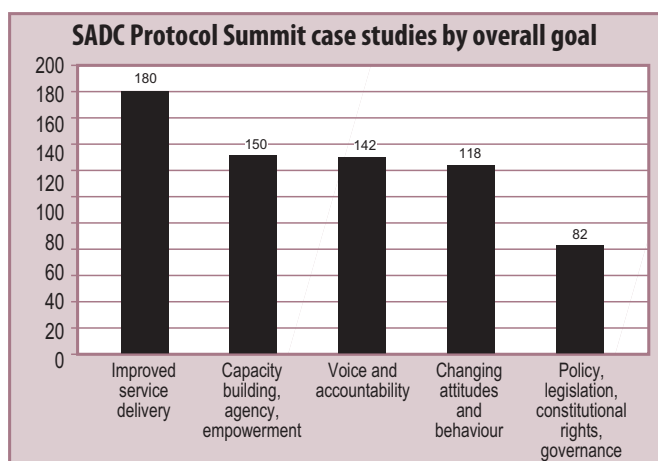


The graph shows that the largest number of case studies (245) came from local government, followed by media (208), Community-based Organisations (CBOs with 117); 80 from NGOs and 22 from government ministries. The fact that over half the case studies emanate from local-level and community initiatives is significant. This shows that the SADC Gender Protocol is being applied where it matters most: in the lives of citizens.



The graph shows that Madagascar (168) and the DRC (93) has the highest number of case studies, together accounting for almost 40 per cent of the total. While most countries presented between 40 and 60 case studies, Namibia, Tanzania, Malawi, Mozambique and South Africa presented

fewer than average. Angola and the Seychelles, the two countries that did not have summits, did not submit any case studies. The country distribution chart will assist in targeting future efforts and strengthening national focal networks of the Alliance.



GL categorised the case studies according to overall goal. The graph above shows that of the 672 case studies, the majority (180) aim to improve service delivery, or to build capacity (150), agency and empowerment of women (together accounting for almost half). Just over 21% aim to give voice and promote accountability, just under 18% are about changing attitudes and behaviour, and the remainder aim to improve policy, legislation, constitutional rights and governance.

The analysis of the case studies also covered which targets of the Protocol participants refer to in their work. The SGP⁴, specific targets to be met by 2015 cover:

- Constitutional and legal rights (Articles 4-11)
- Governance, representation and participation (Articles 12-13)
- Education and training (article 14)

- Productive resources, employment and economic empowerment (Articles 15-19)
- Gender-Based Violence (Articles 20-25)
- Health (Article 26)
- HIV and AIDS (Article 27)
- Peace building and conflict resolution (Article 28)
- Media, information and communication (Articles 29-31)

Area	Score
1. Programme design	81%
2. Programme content	82%
3. Documentation	79%
4. Judging	73%
5. Feedback	66%
6. Outputs	66%
7. Outcomes and follow up plans	71%
8. Learning opportunities	86%
9. Network opportunities	85%
10. Administrative arrangements	72%
Overall	76%

The table summarises feedback from participants who ranked learning opportunities and networking highest, with programme design and content also highly ranked. Feedback and outputs need to be strengthened in future summits. At the national summits, judges gave participants feedback. This also needs to be built into the regional summits. A selection of comments alongside reflects the richness of the summit process, and several suggestions for strengthening the process in future:



Kubi Rama and Moeti Moleko at the Fourth Gender Regional Summit at the Indaba Hotel.

Photo: Zoto Razanadratela

⁴ The SADC Protocol on Gender and Development (2008), available online at <http://www.sadc.int/sadc-secretariat/directorates/office-executive-secretary/gender-unit/> (accessed 10/6/2013).

What did you find innovative about the summit?

- Attending my first summit
- The “I” stories and the testimonials
- The cross-cutting aspect of the participations, i.e. all walks of life.
- The fact that participants of this summit competed at the national level to eventually get here.
- Team work from the countries.
- Supervision was strong and good.
- Women being eager to bridge the gap.
- Judging aspect was very challenging because of few judges for almost more than 20 case studies which was a good learning process.
- Documentation.
- Wireless internet.
- Consistency in spreading Gender and Development issues under the SADC Protocol.
- Having so many people talking and presenting unique good practices.
- Being updated with the Barometer.

What do you think could have been done better?

- GL should consider introducing a different category that focuses on the youth only.
- Country co-ordinators to make sure they look for the buy-in of stakeholder especially council leaders, e.g. mayors, CEO's and staff management and government.
- The programmes should not be changed at the last minute.
- The days for the summit should be more than they were.
- All the presenters should have been allowed to use their language in order for them to be able to elaborate.
- Interpreters must be in all languages, not only French and Portuguese.
- Structuring of the presentations and accommodation arrangements.

- Some evidence got lost, next time must be put in a safe place.
- The presenters should have met to see if their presentations and evidence was in place so that it was fair for everyone.
- The audience should have been given a platform to ask questions too.
- Treatment of ministers, mayors and councillors must be strengthened.
- Change the approach- emphasis on presentation should be on learning rather than completion.
- More induction and debates on how to effectively implement the COE process.
- Improve time management.



Participants at the Gender Justice and Local Government Summit.

Photo: Gender Links

Meeting the 2015 deadlines

In the period remaining before the deadlines set by the SADC Gender Protocol and the MDGs, the following objectives need to be met:

- Ensure that all SADC countries sign and ratify the protocol.
- Ensure the inclusion of an addendum (with specific gender targets) on climate change.
- Monitor compliance with the Protocol in national and local planning and budgeting.
- Strengthen the alliance of organisations lobbying for the implementation of the Protocol.
- Popularise the Protocol in communities throughout the region.

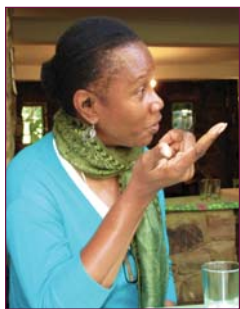
While the SADC Gender Unit needs to drive the processes that relate to the Protocol, SADC citizens need to claim their rights and make use of this instrument.

At country level, concerted effort is needed to ensure that governments honour their commitment to enshrine gender equality in their national constitutions, and to ensure that all legislation conforms to this. It is also necessary to draw attention to where national budgets reflect (or don't reflect) a commitment to implement the 28 targets of the Protocol.

Media professionals and media institutions have an essential role to play in this process, disseminating information on where governments have or haven't met their commitments, and helping to express the concerns of men and women whose very lives may depend on whether or not the 2015 targets are met.

Vigilance and enforcement post-2015

By Patricia A. Made



The spotlight on the Post-2015 agenda and new Sustainable Development Goals (SDGs) is a sober reminder that achieving gender equality is a long, hard struggle. Sadly, while the world talks about the Post-2015 Agenda, many women and girls will not live to see 2015. This is because at this very moment

their safety and security and autonomy and agency to live full and meaningful lives is threatened by entrenched norms, institutions and systems that perpetuate gender and other forms of inequalities.

In the SADC region, a strong Post-2015 framework is already in place. Heads of State and Government adopted and signed in 2008 the SADC Protocol on Gender and Development. And, by February 2013, the requisite two-thirds or ten member states - Angola, Lesotho, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe - had ratified the Protocol.

But the euphoria of having a legally-binding document to advance gender equality and women's rights has faded. For example, the high levels of violence, especially sexual violence against women and girls in the region; high maternal mortality rates in the last two decades; the high prevalence of HIV among women in 13 of the 15 SADC countries; the growing economic divide between women and men as more men benefit from the economic boom and extractive industries in several countries in the region; and the fact that women's overall representation in the region is less than 30% at 24%, all show the complexity of breaking down gender inequalities.

Even the right to education, for example, which is often cited as the key to the enjoyment of many other rights, seems elusive. In the SADC region, less than half of the 15 SADC states have achieved gender parity at primary, secondary and tertiary education levels.

Granted, the intricacies of the inter-section of race, class, gender, location, sexuality and other factors that contribute to women's and men's oppression will not be transformed overnight. BUT it is imperative that we now see actions for transformation and not the continuous slow march towards social reform within neo-liberalist and patriarchal systems and institutions that gallop ahead unimpeded.

In her blog, *The Slippery Business of Gender Equality*, Lisa Veneklasen of Just Associates, emphasises that any shift in the structures and norms of power is dynamic and many feminists describe the process as a dance: two steps forward, three steps sideways, and one step backwards.

She also reminds us that "as research and history demonstrate, gender inequality is among the most intractable and resistant to change in part because it is perpetuated and reproduced

by everyone (men and women), everywhere through the deep, invisible dynamics of socialisation within families, and reinforced by institutions, media, and in many places, the threat of violence at home and in public."

The time is now for governments, gender equality and women's rights activists in the SADC region to take the bull by the horns. To start with, the Post-2015 Agenda must be informed by a stronger focus on enforcement - Articles 34 (Institutional Arrangements) and 35 (Implementation, Monitoring and Evaluation) of the SADC Gender Protocol.

Under Institutional Arrangements, the Committee of Ministers Responsible for Gender/Women's Affairs is tasked with ensuring the implementation of the Protocol. If this Committee has not taken this task seriously during the last six years, its energies should be directed towards this as the region develops its Post-2015 action plan.

At the national level, greater attention must be paid to whether State Parties are submitting reports to the SADC Executive Secretary once every two years indicating progress towards achieving the measures agreed to in the Protocol (Article 35, 4).

The Southern African Gender Protocol Alliance must renew its energy and strength through building strong coalitions at the national and regional levels. The power of these coalitions depends on consciousness-raising within the region's populations so that they own the SADC Gender Protocol and take up the call going forward for governments to implement its articles and provisions.

Starting now, the Alliance also must be more vigilant in watching for areas where pushback against gender equality and women's rights is planting strong roots, so that it can raise the alarm and move with speed to protect the gains achieved thus far.

Going forward, the Alliance's rallying cry that "the time is now!" must continue to set the pace for advancing gender equality and women's rights in the Southern African region.



Women march for freedom at the annual gender festival organised by the Tanzania Gender Networking Programme, the Alliance focal network in Tanzania.

Photo: Lucia Makamure

Southern African Gender Protocol Alliance



Members of the Southern African Gender Protocol Alliance with Dr Phumzile Mlambo-Ngcuka (centre), head of UNWOMEN, during the 58th Commission on the Status of Women meeting in February 2014.

Photo: Gender Links



"The SADC Gender Protocol Barometer is emulated as a best practice in tracking gender equality at the Commission on the Status of Women. The Barometers were like hot cakes for the women's movement."

Dr Mary Shawa, Principal Secretary in the Ministry of Gender, Malawi, 2014

"But as an Alliance I think they have had a very sustained and successful campaign on the Gender and Development Protocol that I think many CSOs can learn from. The processes, conditions and factors may be different. But I think they have been one of the few organisations at the regional level with a very consistent, sustained and well-focused campaign and generally one issue-based. I think it has worked very well to the extent that we depend on them."

Boichoko Abie Ditlhake, Executive Director of SADC CNGO

"The work of GL is being replicated in Africa and globally due to its innovative nature. The work of GL with Alliance, justice, local government and the media are being replicated in other regions of Africa. In 2009, the Alliance produced a handbook based on lessons learned during the campaign for the SADC Gender Protocol. The handbook has been used as a training and discussion tool on lobbying and advocacy to inform the campaign for the East African Protocol. SADC CNGO has documented the SADC Gender Protocol campaign from signing to implementation as a good practice that should be replicated. The Alliance Network represents the regional gender sector in the SADC Council of NGOs (SADC CNGO) and will assist the umbrella body to mainstream gender in its programmes and inform the "SADC We Want Campaign."

DFID Governance and Transparency Fund Evaluation

Programme	Alliance																
Sub-programmes	Costing, Research - Barometers, Post-2015, SADC Gender Protocol Summit, Strengthening civil society																
No of focal networks	Country	Ang	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	Sey	SA	Swa	Tan	Zam	Zim	Total
	No	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15
No of events	Country	Ang	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	Sey	SA	Swa	Tan	Zam	Zim	Total
	No	0	4	8	0	0	4	3	0	1	5	18	4	0	2	2	51
No of participants	MALE					FEMALE					TOTAL						
	523					2162					4459						
Outputs	Reports				Action plans				Books			DVDs		Pamphlets/posters			
	6				5				13			3		22000			
Outcomes	<ul style="list-style-type: none">Contribution to the strengthened capacity of civil society, especially gender NGOs, to demand that governments deliver on commitments to gender equality against the provisions of the Protocol.Tracking of progress in implementation and using this as evidence for advocacy.Capacity building of citizens through popularising the SGP.Building a robust women's movement through mobilising.Creating a platform for learning through the SADC Gender Protocol summits.																
How rated by partners in evaluations - average scores	Content	Design	Documen- tation	Facilitation	Group work	Outputs	Outcomes	Learning	Networking	Admin	Overall						
	78	83	82	84	82	86	85	88	88	76	83						
Main risks	<ul style="list-style-type: none">Working with governments bureaucracy - externalDifferent types of networks form part of the alliance - externalCountry focal networks are at different levels in terms of implementation of the SGP - internalNon formal registration of the SGP Alliance network - internalMultiple reporting forums for gender equality - need for capacity building in-country for these to be synergised.Post 2015 development agenda - new development frameworkFast approaching deadline of the SADC Gender Protocol targets - 2015																
Lessons	<ul style="list-style-type: none">Working with governments and civil society is the best way to achieve gender equality - the political buy-in is important.Strong systems can be emulated and used elsewhere; the alliance network sometimes uses our systems for implementation.Ownership at the local level for the programme is critical, with the country network leading from the front and secretariat providing guidance from the back.Documentation amplifies the voices of the vulnerable - the SADC Gender protocol case studies are voices from the ground reaching policy levels.The SADC Gender Protocol is being implemented in a mixed bag of ways in various contexts, seeking guidance for local expertise is critical.																
Innovation	<ul style="list-style-type: none">Online championship matrixOnline uploading of M and EE-newsletterIncorporating voices of women through the Speak Out platforms in the Barometer																
Budget	R6,228,703																
How VFM is being realised	<ul style="list-style-type: none">On demand printingFacilitation of implementation by country networksCombining eventsStakeholder consultationsComplimenting work on the ground by networksUse of online platformsTriangulating evidence through the SADC Protocol@work case studies																



Sifiso Dube, Alliance and Partnerships Manager



Lucia Makamure, Alliance and Partnerships Officer



Nomthandanza Mankazana, SA Alliance Coordinator

Synopsis



As the SADC region counts down to 2015, member states, civil society and citizens are accelerating efforts to meet the targets of the Gender Protocol. It is clear from the annual Barometer, which shows countries of the region at about two thirds of where they should be, that most of the targets are not going to be met by the 2015 deadline. The strategy of the SADC Gender Protocol Alliance is two- fold: to accelerate pressure in the count-down to 2015, as well as start campaigning for a strong post-2015 agenda.

The 12 elections in the region provide an opportunity both to accelerate momentum on the 50/50 campaign and look beyond 2015. This underpins the theme of the 2014 summits: 50/50 by 2015 and a strong post-2015 agenda. The Gender Links Alliance and Partnerships programme provides the secretariat to the Southern Africa Gender Protocol Alliance, a loose network of networks, which seeks to campaign for and contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development to be achieved by 2015, in line with Millennium Development Goal three (MDG3). The Alliance coordinates the gender movement in the region to ensure monitoring, attainment and documentation of progress on targets.



Participants go through the SADC Gender Protocol at a village level meeting in Matadi - Democratic Republic of Congo, October 2013.

Photo: Anna Mayimona Ngemba

The SADC Gender Protocol is a one-stop shop sub-regional instrument that brings together all existing commitments; Beijing Platform for Action, CEDAW, Millennium Development Goals, African Charter and enhances them through time bound targets. The Alliance and Partnerships programme ensures that member states are accountable to the legally binding protocol whilst stakeholders engage in strategies to ensure progress in implementation. The programme's main activity areas are lobbying and engagement, partnership building, mobilising, tracking progress through research and gathering evidence and capacity building in enabling frameworks. (See <http://www.genderlinks.org.za/page/sadc-and-gender-protocol>)

Objectives

- Contribute to the attainment of the 28 targets of the SADC Protocol on Gender and Development and MDG3.
- Lobby governments that have not signed and or ratified to do so with haste as 2015 deadline is near.
- Strengthen the national Alliance focal networks through identifying national level theme cluster lead organisations and champions of the 28 targets in each country; and supporting them in developing on the ground campaigns.
- Provide technical assistance to governments to accelerate implementation through integrating the 28 targets into government gender policies; planning and budgets. This will contribute to providing a clear roadmap for attaining the targets of the SADC Gender Protocol and MDG3.
- Coalition building at regional and national level through country focal networks and theme cluster networks.
- Research, monitoring and evaluation to inform advocacy strategies. This is a mix of empirical data, citizens' perceptions and case studies as key elements to measuring progress.
- Accelerated advocacy campaigns to maintain the momentum up to 2015.
- The Alliance uses the SADC Gender and Development Index (SGDI) in the Barometer as a measure of governments' commitment to achieving gender equality by 2015 through implementing the 28 targets of the SADC Gender Protocol.
- Knowledge creation and sharing of good practices through documenting the SADC Gender Protocol@Work.
- To campaign for an Addendum to the SADC Gender Protocol on gender and climate change to be formally

placed on the SADC agenda to show governments' pledge to addressing the issue as a priority area.

- Citizens, especially women, become aware of, and are empowered to claim their rights and make demands of their governments through the SADC Gender Protocol campaign.
- To contribute to the global dialogue on the post-2015 development agenda.

Background



South African women read their demands for gender equality at the launch of the South Africa Barometer, Pretoria, November 2013. Photo: Albert Ngosa

The Alliance and partnerships programme is the spine of the vision and mission of GL. The journey on gender equality has not been an easy one in the sub-region of Southern Africa due to the deeply entrenched patriarchy in most of the countries. As the programme that coordinates the SADC Gender Protocol Alliance, the programmes cuts across Anglophone, Lusophone and Francophone countries bringing diversity to the mobilisation on gender equality. The Alliance was established in 2005 after the SADC Summit made the decision to work towards the adoption of a Protocol on Gender and Development. 2008 proved to be the turning point for the Alliance campaign after two thirds of SADC Member States adopted the SADC Gender Protocol. Following several meetings and research on the most appropriate institutional structure, the Alliance is now a coalition of independent NGOs linked and clustered at country and thematic level. The programme has progressed over the year from a probability mode to a non-negotiable mode pushing the envelope for an inclusive development process in the region through partnerships as shown by the logos below.



The SADC Gender Protocol Alliance has deepened mobilisation for gender equality in-country as the race towards 2015 heats up. Aligning strategies of each country context with regional, continental and global contexts has been the thrusts of the country alliance focal networks in

2013. Being a network of networks, the Alliance is driven by passion for gender equality which is implemented through each network's expertise on the ground. What cuts across all network members is the ability to mobilise at a national scale, the interface with governments and linkages with different sectors on gender equality. In 2013, strengthening the country focal networks formed a large part of the deliverables with major milestones achieved in South Africa in revitalising the gender movement across all provinces. The ownership of the implementation process by the focal networks has created synergy and enabled a holistic way of working avoiding duplication and creating value for money.

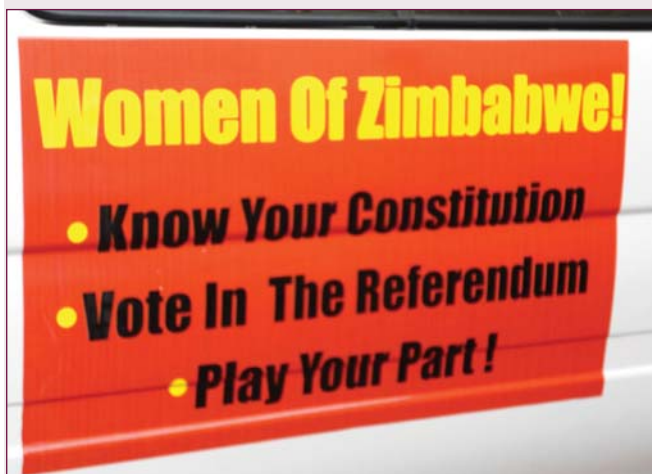
Targets

Through outreach from the country alliance networks, the alliance programme targets ordinary citizens mainly women and the women/gender networks and gender NGOs who are key allies in taking the SADC Gender Protocol campaign forward. Other key targets are faith based organisations, governments, the Gender Unit of the SADC Secretariat, UN agencies and citizens in general. Through the village level workshops conducted in local communities, the Alliance programme has been able to contribute directly to ensure that marginalised women in local councils and communities are empowered to claim their rights using the SADC Gender Protocol as a tool.

Indirectly women and citizens will benefit if governments implement the costed gender action plans aligned to the SADC Gender Protocol that GL working with Alliance partners have assisted in developing. This is because governments have the obligation as duty bearers as well as the infrastructure to facilitate change in women's lives if there is sufficient political will and resources provided to achieve this. The alliance network has identified the men's sector as essential in contributing to the achievement of the targets of the Protocol through joint campaigns and using men as drivers of change. The Barometer has been used as a benchmark for successfully tracking progress on gender equality without fear or favour implying the general benefit of the global gender movement from the programme.

How the Alliance works

The Alliance is a coalition of fifteen country networks, theme clusters (governance, economic justice, climate change, care work, peace and security, constitutional and legal) as well as cross cutting networks (Faith Based Organisations and Men's Groups). Representatives of these groups constitute a steering committee. GL provides a secretariat for the Alliance, and is guided in its daily work by a Think Tank of senior Alliance members. In 2013 the Alliance focused on strengthening country networks. The Women's Coalition of Zimbabwe is an example of a country focal network of the Alliance. Many such networks working together create giant footprints for the SADC Gender Protocol.



Women's Coalition of Zimbabwe minibus plastered with messages to encourage women to vote 'yes' in the constitution referendum, 2013.

Photo: Women's Coalition

The Women's Coalition of Zimbabwe (WCoZ) has national outreach in all ten provinces of Zimbabwe. The board of the coalition is elected annually whilst the national coordinator is appointed by the board. With the national office stationed in the capital Harare, the coalition can easily link with the GL Zimbabwe office. The coalition is chaired by Virginia Muwanigwa an Alliance Think Tank member.

The WCoZ is a network of women rights activists and women's organisations with national structures. The WCoZ is a forum where women meet to engage in collective activism on issues affecting women and girls in Zimbabwe. Its central role is to provide a focal point for activism on women and girl's rights. WCoZ brings females from diverse backgrounds to collectively advocate for the attainment and enjoyment of their rights. The organisational members of the Coalition work in diverse fields including health, legal aid, access to education, gender based violence, torture, skills training, poverty reduction, research, property rights and governance issues. WCoZ has chapters in Bulawayo, Masvingo, Kariba, Gweru, Gwanda, Bindura, Marondera and Mutare.

The WCoZ played a pivotal role in lobbying for gender provisions of the new Constitution adopted in March 2013 which it said met 75% of women's demands. These include enshrining gender equality in the Constitution, affirmative action and a quota for women in the National Assembly. In 2013, WCoZ embarked on nationwide community meetings to popularise the SADC Gender Protocol. WCoZ also organised a high-level launch of the Zimbabwe SADC Gender Protocol Barometer country report and has been pivotal to ensuring that the 2013 country report is published as a record of the historical changes that took place during the year that provide a window of opportunity for women to push their agenda further. The coalition also mobilised funds to ensure that all the national structures are represented at the launch of the Zimbabwe barometer.

In addition, the focal network held a country level meeting to strengthen the country networks through thematic clusters. The mapping exercise is still ongoing and the

country structure that will emerge will be shared with other country alliance networks. These include:

- Economic Empowerment - Zimbabwe Women Resource Centre Network (ZWRCN)
- Health - Women's Action Group (WAG)
- Education - Girl Child Network (GCN)
- Peace building and Conflict Resolution - Young Women's Christian Alliance (YWCA)
- Gender Based Violence - Msasa Project
- Legal and Constitutional Affairs - Zimbabwe Women Lawyers Association (ZWLA) and Women in Law in Southern Africa (WLSA)
- Culture, Media and ICT - Women Film Makers of Zimbabwe (WFOZ)
- Politics and Decision Making - Women in Politics Support Unit (WiPSU)
- Environment - Women Land in Zimbabwe (WLZ)

WCoZ achievements

- WCoZ created a forum where Zimbabwean women in their diversity come together and reach a common understanding on issues affecting women and girls.
- The national structures of the WCoZ provide the country's new Gender Commission with a strong civil society constituency with the knowledge and 'know-how' on how to keep track of the government's progress at national and local levels.
- WCoZ has brought women to speak with one voice on issues affecting them.
- WCoZ has a membership of over 60 organisations, eight chapters and individual membership and this reflects its national outlook
- WCoZ managed to bring women together to engender the constitution making processes during 1999-2000 and has worked for the same during the constitutional reform process that started in 2009.
- WCoZ has coordinated its membership to prevent, address and mitigate violence against women at the household and public levels, especially survivors of sexual violence and internal displacements. WCoZ has coordinated its membership to work towards the safety and security of women and children in Zimbabwe during situations of internal conflict.



Minister of Women Affairs in Zimbabwe Oppah Muchinguri caucuses with Women's Coalition chair Virginia Muwanigwa at the Zimbabwe Barometer Launch, January 2014.

Photo: Tapiwa Zvaraya

- WCoZ contributed to the campaign for the enactment of the Domestic Violence Act in 2006
- WCoZ has led Zimbabwean women to commemorate international events such as International Women's Day (IWD), Rural Women's Day and the Sixteen Days of Activism against Gender Based Violence.
- During the transition phase WCoZ has brought women together to raise awareness of major issues affecting women, brainstorm and strategise on a way forward on such issues.
- WCoZ has persistently lobbied for the equal representation of women in transitional bodies.
- WCoZ has remained apolitical and has managed to work with women from all political parties.

WCoZ networks regularly with other Alliance members through the Alliance list serve. For example, when Muwaningwa sent out this message to the rest of the Alliance, she received many positive responses from the whole Alliance, many vowing to pass on the news: "Just to share a test case in Zimbabwe where a woman has won awards against the state for failing to assist her to terminate a pregnancy that arose from a gang rape by robbers in 2006. This just goes to show that we can get to that point where women's rights will be delivered by both public and private institutions. Well done to the Zimbabwe Women's Lawyers Association (ZWLA), and all of the alliance members for persisting with the arduous process of demanding access to justice for

Mildred Mapingure and serving yet another example of what can be done for women and girls of the region."

In 2013/2014, WCoZ is focusing on the following targets:

- To hold duty bearers accountable for the respect of women's constitutional rights. This should be duty bearers at all levels.
- To introduce several strategic test litigation on constitutional issues as well as publicise provisions of the constitution.
- WCoZ and its membership to engage in research on issues affecting women, strengthen documentation and profiling of women in leadership at all levels.
- Intergenerational mentoring, direct support and awareness raising for younger women.
- Strengthen capacity building efforts around information, knowledge and skills transfer.
- Evidence based and robust advocacy on the ten thematic/clusters areas.
- To examine issues of sustainability, continuity and innovation.
- To keep the international, regional, national to grassroots linkages strong.
- Build a multi-sectoral cooperation/approach (civil society, government, UN and other development partners).
- The WCoZ media cluster and the wide movement to engage in a robust media engagement to push for coverage of women.

Delivery - activities and inputs



Head of SADC Gender Unit Mme Magdeline Madibela Launching the Barometer at the Botswana 2013 summit, Gaborone, April 2014. Photo: Vincent Galathwe

2013 saw the Alliance deepening work in country with the following key activities:

- Production of the fifth edition of the SADC Gender Protocol Barometer, tracking progress against the 28 targets. The 2013 barometer had in-depth analysis of implementation of the SADC Gender Protocol by the governments and civil society.
- Production of 12 country Barometer reports with nine having been launched.
- Holding SADC Gender Protocol village level workshops in ten countries through the country networks resulting in 72 meetings.
- Strengthening the country focal networks through mapping of country thematic clusters and championing

resulting in 11 country level meetings and 82 signed up champions.

- Holding the Regional SADC Gender Protocol Summit preceded by 12 national summits with a special category on the Faith Based Organisations (FBOS).
- Accelerating advocacy efforts on gender and climate change through collection of 1067 signatures on the protocol addendum on climate change.
- Coalition building and networking at the regional level through the SADC Heads of State Summit held in Malawi in August 2013. The regional Barometer was officially launched then.
- Strengthening the alliance network through a strategy meeting held in August 2013 and a think tank meeting held alongside the SADC HOS summit.
- Training of trainers workshop on costing of Gender National action plans for gender machineries. DRC and Mozambique have since taken the costing work forward. This ensured ownership of the costing process by governments and country specific contexts shared amongst participants.
- Contributing to global process on development goals through the Africa Common Position and preparations for the 58th Commission on the Status of Women (CSW58).

The Alliance programme demonstrated in 2013 that key stakeholder involvement with country expertise on the front line delivers results. The country focal networks know their terrain and have continuously provided guidance on pushing the right buttons for gender equality progress. Leading from behind, the Alliance secretariat coordinates

the multiple efforts of the gender movement across Southern Africa to ensure voice, choice and control to achieve value for money. The programme uses innovative approaches to prompt governments in covering glaring gaps in gender equality. This is backed by evidence from the SADC Protocol@Work case studies that highlight the work on the ground and what needs to be supported.

Cross cutting issues

Cross cutting issues involved in the programme include tracking progress in reducing HIV/AIDS through the SADC Gender Protocol Barometer and highlighting the work done by care givers who are mostly women. In the 2013 Barometer, the programme noted that 34% of all people living with HIV and AIDS in the world live in the SADC region despite AIDS-related deaths having decreased by 32% since 2001 due to the expansion of anti-retroviral therapy. In 13 of the 15 SADC countries, women have a higher HIV prevalence than men. There is evidence that prevention campaigns have begun to change sexual behaviour patterns and lead to a reduction in HIV and AIDS. However, gender disparities continue to be a major driver of the epidemic in the region. Zimbabwe adopted a progressive policy on care work. Several other countries, including Mozambique, Zambia and Malawi have begun work on the development of a care work policy.

"Through progress in access to ARVs, survivors of HIV/AIDS now need to be integrated into the productive sector through empowerment programmes. The caregiving dimensions need to be broadened to accommodate other chronic illnesses, caring for the elderly and children. Policy frameworks supporting this are crucial as we move towards post 2015."

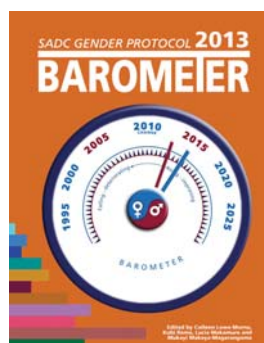
Bongai Mundeta VSO
Regional Director.



The SADC Gender Protocol is weak on sustainable development. For two years, the Alliance ran a campaign on addendum to the SADC Gender Protocol on Climate Change, and has been assessing government performance on this in the country and regional Barometer. The Alliance is now campaigning for gender and climate change to be integrated into the post-2015 SADC Gender Protocol.

Outputs

- Signing and ratification of the SGP - 13 countries have signed the Protocol and 12 out of 13 have now ratified the protocol.
- Up to date research in each country on progress towards achieving gender equality as measured against the 28 targets of the Protocol - one regional barometer and 13 country barometers produced in 2013.
- 617 case studies of the SADC Gender Protocol@Work that demonstrate how the SADC Gender Protocol targets are being operationalised across sectors are featured in the 2013 Barometer and can be viewed on: <http://www.genderlinks.org.za/page/protocol-work>
- Strengthening the alliance networks in country - Identifi-



fication of national champions for the targets of the SADC Gender Protocol. Ten country alliance meetings were held in 2013 and 57 village level workshops identified.

- Aligning national gender policy with the SADC Gender Protocol through costed action plans held with gender ministries - a workshop with six governments namely Lesotho, Democratic Republic of Congo (DRC), Malawi, Mozambique, Tanzania and Zimbabwe resulted in buy in for the costing exercise in DRC and Mozambique. See <http://www.genderlinks.org.za/page/implementation>. The costing exercise will be accelerated in 2014 in order to reach ten countries as targets of costed action plans. Two in-country workshops were held in Zimbabwe and Swaziland on the costing exercise.
- The Alliance has signed to date 22 MOUs with country and regional thematic networks. Gender Links signed an MOU with SAWID to strengthen the alliance network in South Africa. An MOU with the Norwegian Church Aid is under review whilst a draft MOU was presented to the Fellowship of Christian Councils in Southern Africa church body FOCCISSA. The MOU with the men's sector is still in a draft form and will be finalised in 2014.
- 1067 signatures on the climate change addendum were collected prompting a debate on opening up the Protocol for review in 2015.
- Special issues of the Roadmap to Equality newsletter were produced during the 2013 SADC Gender Protocol summit and the Commission on the Status of Women (CSW57). The Alliance will use new media to reach more of its stakeholder and foster engagement from members in the run up to 2015.
- Two Alliance network meetings were held during the summit (April) and in the run up to the 2013 SADC HOS Summit held in Malawi. The Alliance drafted a statement that was presented to President Joyce Banda on the gaps in implementation of the SGP.

"Our clients are member states however, civil society are a resource to us so we see them as important resource to reflect and to analyse the work that member states are doing. Gender Links is able to come up with tools that are very useful for monitoring. For example, now Beijing Plus-20 is coming up so if you look at the Barometer, if you look in the research that they do, we've tapped on their work on how they network and reach out to member states -- we try and learn from that when we are working with member states - to be able to operationalize a continental framework to a regional or sub regional level - As a result, SADC has been able to progress much faster than all of the regions -- so Gender Links is like the hands and feet."

(Thokozile Ruzvidzo, Head of Gender and Development Center in United Nations Economic Commission for Africa, Ethiopia), in an interview for the DFID GTF final evaluation

Outreach

The Alliance programme targets 15 focal networks in the SADC region. These are networks of networks that mobilise from grass root level upwards. The programme collaborates with governments especially in the Ministries of Gender

and civil society at large for women and men to enjoy equal opportunities in the region. The Alliance is involved in capacity building, production of advocacy materials, gathering information through research and linking national processes to the Protocol provisions. Capacity building outreach is usually carried out at village level meetings, Barometer reference group meetings, country level alliance meetings and costing workshops. The outreach process happens through networking of networks as demonstrated by the Zambia network below.

The Alliance works with media to cover the work that happens on the ground especially the SADC Protocol@Work. Below is a breakdown of the outreach of the programme:



Participants familiarise themselves with the SADC Gender Protocol during a village level meeting in Maputo, Mozambique, December 2013.
Photo: Karina Tamele

Outreach area	Quantity
Number of MOUs	22
Number of publications in 2013	13
Number of village level meetings	72
Number of focal networks	15
Number of in-country researchers	13
Number of action plans	5
Number of newsletters	Two sets (CSW57 and SADC HOS 2013)
SADC Gender Protocol@work case studies	617 (regional)
Number of development partners for programme	4
Number of languages for the protocol pamphlet	21 - Including English, French and Portuguese. These also include indigenous languages.

The programme ensures that publications are accessible on the website, see <http://www.genderlinks.org.za/page/sadc-research>. A large platform for outreach for the programme is the SADC Gender Protocol summits which bring together local government, media, civil society, government and development partners. The programme ensures that publications are available in indigenous languages whenever possible. The SADC Protocol pamphlets have been popular even in the remotest areas because they relate to the community. Additionally, the alliance country focal networks and Gender Links country offices are able to popularise the protocol using local languages. Some SADC Protocol@Work summit case studies were submitted in local languages; for example in Madagascar and Swaziland. The entrants for the summits have also presented some of their case studies in their mother tongue with the Alliance network and volunteers stepping in for interpretations. The Alliance mailing list serves as another major outreach for distribution of information. The programme contributes to the Gender Links New Service.

In South Africa, where South African Women in Dialogue (SAWID) is the focal network of the Alliance, GL and SAWID embarked on a spirited campaign dubbed *Women Demand Action Now* in August, Women's Month in South Africa.

Outcomes

"Citizens are utilising the spaces created by SADC governments for civil society and citizens to be fully involved in regional integration enshrined in Article 23 (1) of the SADC Declaration and Treaty through the campaign for the ratification and implementation of the Protocol and campaign on the "SADC We Want" through Alliance's representation on SADC CNGO. The Alliance has mobilised citizens through country networks to demand their governments implement the provisions of the Protocol such ensuring gender sensitive constitutions, affirmative action through quotas and 50:50 campaigns to increase women's representation and participation in decision-making in the public and private sectors, and implementation of policies and programmes to address GBV."

DFID Governance and Transparency Fund (GTF) Evaluation

The outcome of the Alliance and Partnerships programme is to contribute towards the strengthened capacity of civil society, especially gender NGOs, to demand that governments deliver on commitments to gender equality against the provisions of the Protocol. In 2013 the Alliance contributed towards this outcome through the following:

Mobilising civil society and strengthening the women's movement: The Alliance brings together a mixture of

The SADC Gender Protocol@work in South Africa through a network of networks

In 2013, Gender Links (GL) established and strengthened its partnership with South African Women in Dialogue (SAWID) the national coordinating network of the Southern Africa Gender Protocol Alliance in South Africa (SA). As part of the coalition building efforts supported by this grant, 90 organisations (ten in each province) have committed to champion the major thematic areas of the Protocol. The South Africa alliance has been strengthened through the leadership of SAWID which has ensured mobilisation in all South Africa's provinces as part of the *Women Demand Action Now* campaign that peaked in August - Women's Month in South Africa. The strength of the Alliance has seen the action bringing together diverse civil society movements, the government of South Africa and donors to rally behind the gender equality agenda. Of significance is the revitalising of the women's movement in South Africa by the Alliance through provincial dialogues bringing voices from the grassroots to policy making level. With a robust South Africa Network, further plans are underway to rope in the South Africa faith based sector as part of the alliance network.



Partnerships at work: GL and SAWID collaborate in the Women Demand Change campaign.
Photo: Colleen Lowe Morna

Through the provincial *Women Demand Action* dialogues, the South Africa Alliance has become a model on how to foster community dialogues that ruffle feathers at policy making level. The Alliance network in South Africa has been strengthened through nationwide coverage of consultations during the provincial dialogues to map out all the themes of the protocol and identify champions. SAWID and GL held nine provincial dialogues that produced content to feed into a Women's Charter through making every voice count. A robust mix of voices from the ground in the provinces highlighted the importance of maintaining the momentum of mobilising from the ground in order to create change. GL drew from the strength of SAWID's provincial coordinators who are seasoned mobilisers on the ground in terms of gender equality issues. This partnership has enabled GL to be visible and create impact throughout South Africa by conducting province by province mobilising.



The preliminary meeting between GL and SAWID strengthened the gathering of case studies that were presented at the April 2013 SADC Gender Protocol summit held at Indaba Hotel. The stakeholder mapping brought together civil society and the local government sector in South Africa to show evidence of the protocol at work. Different civil society groups in South Africa participated at the summit, which also brought synergy between GL programmes. The themes constituted all areas that affect gender equality in South Africa. The mapping of the country clusters that were already working with SAWID has been further strengthened by identifying champions from nine provinces to be lead focal persons in each area. The voices of the South African women are entrenched in the 2013 South Africa barometer which was launched for the first time in the country during the kick start of the 16 Days of Activism.

institutions including the governments, civil society, faith based organisations, media and multi-lateral organisations. In 2013, the Alliance demonstrated how the SGP is a one stop shop in institutionalising gender at continental (African Union) and global forums (CSW). The Alliance focal network are using the SGP to ensure that national processes adhere to the regional processes of the SGP. Alerts are sent through the mailing list to ensure that advocacy forces are mobilised region wide. The Alliance has made linkages with other networks such as CIVICUS to share best practices on gender mainstreaming. The Alliance has signed 22 MOUs with networks and in country and regional thematic clusters. The Alliance is accelerating efforts towards bringing the faith based sector to be part of the Alliance.

Strengthening the Alliance at country level: The country focal networks have strengthened their thematic clusters to cover the ten thematic areas of the Alliance network. This has involved online sign-up on the championship matrix page. Additionally, organisations have signed up

to lead thematic clusters through country network nominations. The championship mapping will be intensified during the planned country alliance networks meetings in 2014 to include champions in every theme cluster of the Alliance. The result of the championing activity was that lead organisations in the different thematic areas were brought together as part of the country alliance networks and deliberated on specific country issues that would form the agenda of the Alliance in 2014.

GL convened the annual Alliance meeting where agreements were drawn for the country networks to conduct outreach and capacity building to the citizens through the SADC Protocol village workshops. As experts in mobilising for gender equality, the alliance networks are best placed to conduct the SADC Protocol village workshops. This will be further complemented by the village workshops that are being conducted through local government. The alliance network has emerged stronger with a clearer mandate on the collaboration with GL. An additional

outcome of the meeting was the mandate given to the network to finalise the country barometers and coordinate the launches supported by GL satellite offices where applicable. The alliance networks have held the validation meetings in at least half of the countries for the country barometers and workshops to strengthen in country alliance clusters.

Signing and ratification: Out of the 13 SADC countries that have signed 12 countries have ratified and ten have deposited instruments of ratification with the SADC Secretariat. By SADC standards the SADC Gender Protocol went into force in record time - testimony to the success of the Alliance advocacy and lobbying efforts.



Head of the AU Nkosozana Dhlamini-Zuma launches the SADC Gender Protocol Barometer 2013 in Malawi, Lilongwe.
Photo: Colleen Lowe Morna

Tracking progress of implementation 2009 - 2013:

Research on the progress of achieving gender equality in 2013 was conducted through the production of the Barometer. The new dimensions of the 2013 regional Barometer include; in country validation meetings for the country level Barometers, capacity building workshop for the Barometer researchers to ensure uniformity and standardisation, prominence of the constitutional and legal rights chapter featuring countries that have had constitutional reforms. Although there has been some regression in the implementation of constitutional provisions in countries such as Swaziland with a lowered representation of women, the provision in Zimbabwe enabled 60 women to be parliamentarians. The Barometer has been used as a yard stick by governments to scrutinise the progress they make on the ground in terms of gender equality. Over the years, the Southern Africa Gender and

Development Index (SGDI) has risen by a mere two percent, from 64% to 66%. But the SADC Citizen Score Card (CSC) has risen from 57% to 66% - on par with the SGDI. This shows that there is now a strong perception that governments are taking action.

Costing implementation: GL brought together Gender Ministry representatives to have training on costing their national action plans. Six country delegates that included Permanent Secretaries from Gender Ministries representatives from Planning and Economic Ministries, Country Focal Networks and the SADC Gender Unit, UN Women, as well as the GL Staff were involved in the capacity building and training workshop on costing. This has led to political buy-in for four more countries to cost their plans; DRC, Mozambique, Tanzania and Zimbabwe.

Good practices from Namibia and Zambia were shared; a review of the status of national policies and Action Plans was carried out; approaches for the implementation of the SADC Gender Protocol targets was developed and agreeing on the processes required by each country as well as the technical and financial support required by each country to speed up the process of implementation. See <http://www.genderlinks.org.za/article/sadc-protocol-on-gender-and-development-and-costing-implementation-background-2013-06-13>. Of the six countries that had delegates that went through the capacity building workshop, progress towards mainstreaming targets in Gender Policies and National Action Plans is mixed as shown:

"Governments have demonstrated political will by adopting, signing and ratifying the Protocol thus responding to the needs of the women articulated in the 28 targets of the Protocol. The main challenges for governments in demonstrating the political will is in devoting adequate resources for implementation of the Protocol. The Alliance network through GL leadership are innovating gender mainstreaming toolkit and approaches like gender-responsive budgeting to build capacities of gender ministries with their focal points in line ministries to help governments respond by allocating resources for implementing the provisions of the Protocol."

DFID Governance and Transparency Fund Evaluation

Country	Implementation
DRC	Gender Policy and Action Plan adopted in 2011. The Strategic Plan for Gender mainstreaming was adopted in 2012, however there are certain elements of the Action Plan that are not aligned to the SGP. GBV, climate change and conflict resolution are main priority areas. There is need to review the timelines in the National Action Plan.
Lesotho	Gender Policy need to be reviewed; a series of meetings are required with Cabinet and directors and Permanent Secretary. A briefing from SADC will be required to move the process of alignment and cost implementation forward.
Malawi	Gender Policy has been reviewed, need to ensure that the Policy is aligned to the key provisions of the SGP; follow up on Malawi's status of ratification with SADC.
Mozambique	There is buy in from the Ministry of women and social Action and need to plot the way forward for alignment and cost implementation; Review of Gender Policy and Action Plan in Line with SGP; SADC Gender Mainstreaming Resource Kit needs to be translated into Portuguese.
Tanzania	Gender Policy (2000) and Action Plan (2002) not reviewed; going through Constitutional Review Process; needs to learn from the Malawi and Zimbabwe harmonisation processes to the SGP. Fertile Ground for SADC Engagement to move the process of harmonisation and cost implementation forward.
Zimbabwe	Gender Policy has been reviewed; need to draft An Action Plan and has good baseline data on GBV.



UN Women Executive Director Phumzile Mlambo Ngcuka with Gender Links staff members Shamiso Chigorimbo and Nomthandazo Mankazana during the 2013 SADC Gender Protocol summit in Johannesburg. Photo: Colleen Lowe Morna

Mobilising for an inclusive post 2015 agenda: The Alliance has started mobilising for an inclusive post-2015 agenda through an online campaign on how the Protocol needs to be strengthened. The Alliance has contributed towards an Africa common Position and UN platforms in highlighting the SADC gender movement position for a post 2015 inclusive agenda.

Africa wide footprints

GL also created a strong synergy between this programme and the regional SADC Gender Protocol Alliance campaign. In August, as the *Women Demand Change* campaign kicked off in South Africa, GL launched the SADC Gender Protocol Barometer in Malawi with a strong countdown

to 2015 message. Malawi President Joyce Banda, the only woman SADC Head of State, and Dr Nkosozana Dlamini-Zuma, Head of the AU, launched the Barometer in Lilongwe during the SADC Heads of State Summit.

At a special banquet commemorating the Protocol to the African Charter on Human and Peoples Rights on the rights of women in Africa, the two leaders presented GL with an award for its contribution to promoting the rights of women in Southern Africa.



GL CEO Colleen Lowe Morna receives the African Union award on behalf of the Alliance for its contribution to promoting the rights of women in Southern Africa, in Lilongwe, Malawi August 2013. Photo: Lucia Makamure

In early 2014, the Alliance received the following Email from Jamie Herd, Economic Community Of West African States (ECOWAS) Gender Development Centre and the Coalitions: "I wrote to GL some time ago to share about a West African initiative similar to the one led by the Southern African Protocol Alliance. The CSOs involved in the campaign for the adoption of an ECOWAS Protocol on Equality of Rights between Women and Men for Sustainable Development have, in fact, achieved some important milestones (PEWM/SD). Since we first exchanged emails almost two years ago, the coalitions and organi-sations that support the movement were able to hold a regional workshop to share and validate the work carried out to date.

At the workshop, they hammered out amendments to what would become a "Draft proposal" for an ECOWAS PEWM/SD (November 2012). This proposal was submitted to the former ECOWAS Commissioner for Human Development and Gender (February 2013). Delegates from coalitions were also able to advocate and lobby for the initiative at CSW57. ECOWAS held a high-level meeting at CSW57 and 58, at which the initiative was presented by our institutional partner, the ECOWAS Gender Development Centre.

The new ECOWAS Commissioner for Social Affairs and Gender has promised her support for the initiative and to push for adoption. However, the instrument may become a "directive" or an "additional act". With new leadership, we have new hope for adoption.

Before my mandate ends and the next begins, I would like to share some documentation with you on our initiative and invite you to like our Face Book page - still in its infancy. The SADC initiative and the Alliance's work have been and continue to be an inspiration for women here - a like for a page, a signature from your part of the world, would mean a lot to folks here."

Alliance partners responded:

- This is really inspiring and encouraging to forge forward towards Gender Equality. Let's support each other to change Africa and the world into a better place.

Anna Mayimona Ngemba, DRC

- Thank you for keeping us informed about the latest gender development in our country. This is a good example of how we can work to go forward.

Gaby Razafindrakoto, Madagascar

- It is very encouraging to hear that West Africa is also in the process of coming up with a Protocol that will drive the achievement of gender equality and the empowerment of women and girls. This is something to really appreciate our efforts and passion. West Africa needs the specific Protocol to deal with their particular issues and push forward the work around Female Genital Mutilation (FGM). Congratulations are in order for all of us.

Matrine Buuku Chulu, Zambia

- Encouraging news indeed from West Africa. Evidence of how one regional initiative has the power to cascade to other regions and become a stronger force to reckon with. Against caution that governments are seeking to do away with rights language in the advocacy instruments that give us mandate to demand, it is good to hear that we are forming some kind of wall demanding equality between women and men in Africa. Well done GL and Alliance partners, proud to be part of this initiative and invigorated by these successes.

Virginia Muwaningwa, Zimbabwe

- Congrats to Gender Links and the Alliance. You are indeed making the road and Africa and the world is following you. Keep charging!

Netsai Mushonga, Zimbabwe



Members of the coalition advocating for a West African women's protocol.

Photo: Jamie Herd

Challenges and responses

Challenges	Mitigation	Influences	Negative	Positive
Government bureaucracy	Providing a front through the country networks for lobbying.	Mobilisation from the ground upwards.		✓
	Capacity building through costing workshops and research.	Lessons from each country through the regional barometer.		✓
Non-legally binding Alliance network	MOUs for working relationship, contracts for specific deliverables.	Evidence based approach through drivers of change.		✓
High cost of research for tracking progress	Use of information and resources from focal networks also improves ownership.	Online feedback from website users, media.		✓
Limited time before 2015 target	Accelerating efforts to open up review process for the Protocol.	Government bureaucracy.		✓
Botswana and Mauritius not signatories of the protocol	Lobbying through advocacy and evidence for final push in signing before 2015.	Limited resources pot.	✓	
Conflicting priorities with alliance members	Compliment efforts on the ground by providing backstopping and support.	Global processes on post 2015 - Sustainable development goals.		✓
Regression in implementation e.g. governance and GBV	Training before elections, support on anti-GBV policies and structures.	Emerging sectors - FBOs, Men's sector and environment.	✓	

Next steps

The final evaluation makes the following recommendations for improving programme design and programme management:

- The Alliance through the leadership of GL should continue to give technical assistance and build capacities of gender ministries and focal persons in line ministries to budget and lobby for funds to be allocated to implement gender mainstreaming in the different sectors.
- The constitutional and legal cluster should take lead in developing a model constitution for advocacy and for benchmarking progress of gender sensitive constitutions. The model should draw on best practices from constitutional reviews in Zambia and Zimbabwe. Such a model would enhance the lobby work of the theme cluster at the regional level.

- GL as the regional secretariat of the Alliance should start engaging the members of the Alliance to set up a post-2015 agenda and strategy to address the issues sidelined in the negotiations for adoption of the Protocol.
- GL as the regional coordinator of the Alliance should lead the Alliance to reconfigure and phase out the current regional clusters structure to national theme clusters to strengthen work on implementation. Now that most governments have signed and ratified the Protocol the thrust of the Alliance work should shift to monitoring implementation in the count down to 2015.
- GL should translate the wealth of knowledge garnered through various studies and researches into financial wealth through designing training modules targeting governments in SADC. GL should do an assessment of the gaps in skills and competency in governments which constraints gender mainstreaming and then develop a business-training model to meet the demand.

Changing lives in churches

Rosemary Munaki gender justice programme officer with the Zimbabwe Council of Churches (ZCC), says her life will never be the same after participating in the 2014 Zimbabwe SADC Gender Protocol@Work summit.



During the summit she learnt new strategies on how to approach gender issues from presentations made by other participants drawn from local authorities, government departments and civic organisations and communities.

"I pledge to incorporate those strategies into my work," she said.

She always knew that the presence of churches in a community must benefit that community as many people look up to church organisations for inspiration and guidance.

As such, Munaki vowed to use her position as gender justice programmes officer for the ZCC to influence member churches to implement gender justice within churches and communities.

Munaki said her organisation has many advantages in development work owing to its non-partisan stance and is found everywhere in Zimbabwe through its membership. "Many people accept and respect ZCC because it promotes human dignity and integrity of creation.

Our programmes include training in different developmental activities, peace building, national healing, election cycle monitoring and observations, management of environment, food security, church administration, women empowerment and youth programs, leadership development, learning for transformation, entrepreneurship development, rainwater harvesting and health issues.

"ZCC's policy is driven by transparency, faithfulness, justice, accountability, integrity, humility and unity. We recognise the need to ensure that we understand and live up to these standards and our mission statement is: *To develop the capacity of the church and community to be self-sustaining and to enable the church to speak with one voice on issues of national interest.*"

With the aim to work towards achieving gender equality in the country, the organisation is working round the clock to raise gender awareness amongst its members. "We do gender audit in all member churches and in ZCC institutions through report production, distribution and implementation of the recommendations. We assist churches in gender policy formulation and implementation through church leaders."

ZCC is currently targeting church leadership on gender mainstreaming and GBV and is facilitating for strategies to ensure the flow of the initiative down to general members. The organisation is networking with other organisations working on gender justice like GL to promote women and encourage them to share and learn new things.

"We always participate in provincial Sixteen Days of Activism and celebration of Global Women's Day. We currently boast of several achievements born out of our consented effort. Churches took on board the gender audit programme and some were interviewed including church congregants. Church organisations who were audited agreed to implement gender audit recommendations."

Munaki further explained that member churches agreed to have gender policies to show their commitment to gender justice implementation and they agreed to include women in decision-making positions. She is happy that church leaders accepted to be involved in advocacy

activities for interventions in gender injustices at all levels of society.

"It is important to promote equality between males and females for their rights, responsibilities and opportunities to be the same. In most cases women are caught up being less privileged, being weak to advocate for their rights and those of their children because of the expected qualities in society.

"I personally consider gender justice as a tool which would bring freedom to vulnerable groups and empower them to enjoy same opportunities. This would include issues in marriages, families at large and local communities' benefits in relation to culture. There is need to consider human dignity for all and not for one group of people to be on an advantage than others because of sex. Each person needs to enjoy peace inside them and not to guard peace for others, sacrificing your own because of your sex."

ZCC supports women's advocacy initiatives that have pushed for the formulation of policies on gender equality, but decried lack of commitment on implementation, hence the need for advocacy skills. "We are looking forward to achieve more practical implementation skills from GL through networking and exchange programs. We request that GL to assist with contacts of other organisations who presented at the national summit for us to invite them to facilitate during our program on different themes in relation to gender justice for the benefit of church community."



Rosemary Munaki, Zimbabwe Council of Churches participant at the Zimbabwe SADC Gender Protocol Summit, Harare 2014. Photo: Loverage Nhamoyebonde

Gender and media

By Sikhonzile Ndlovu ~ Media Manager



GL Media Manager Sikhonzile Ndlovu and GMDC Coordinator, Tarisai Nyamweda, at the Global Forum on Gender and the Media in Bangkok, Thailand, December 2013.

Photo: Albert Ngosa

"I have the pleasure of officially inviting Gender Links to join UNESCO, as a key partner, in organising the Global Forum on Media and Gender (GFMG) which will take place from 2 to 4 December 2013 in Thailand, Bangkok. This forum is a pioneering global event that intends to address gender equality and women's empowerment in and through the media. A key output of the forum will be the establishment of a Global Alliance on Media and Gender which will coordinate systematic follow-up to one of the critical areas of concern of the Beijing Declaration and Platform for Action, "Women and the Media Diagnosis".

This will be done through: enabling worldwide stock taking and debate, including challenges faced by international, regional and national programmes on gender and media; providing training and encourage the sharing of experiences; and hosting a high level session during the forum which will design a Global Alliance on Media and Gender (GAMG) for the "Women and Media Follow-up" strategic objective of the Beijing Platform for Action.

This global event will contribute to achieving Millennium Development Goal 3 - promoting gender equality and empowering women. Additionally, the output of the forum will form part of UNESCO's contribution to the Global Conference on Women to be organised by the UN in 2015.

Hence, I would be very grateful if Gender Links will agree to be a key partner of this global initiative. Your involvement will mean that you consent to be a member of a regional committee that will help to rally the primary stakeholders, co-organise joint sessions with UNESCO that are relevant to your mandate, and mobilise resources where possible and necessary



to support regional representation. Furthermore, Gender Links would commit to leading a regional caucus during the forum to start discussion about a regional chapter of the GAMG and to contribute to appointing regional representatives who will participate in the high level session.

Your endorsement of this event offers you the opportunity for UNESCO to include the name of your organisation and logo as a partner on all publicity material concerning the event. We would also request that you promote the event among your network to mobilise participation and designate representatives of your organization who could contribute to the online debates that will be organized leading up to the forum.

Yours sincerely,
Janis Karkliņš

Assistant Director General of Communication and Information of UNESCO

FACT FILE

Programme	Gender and Media														
Sub programmes	<ul style="list-style-type: none">Centres of Excellence for gender in the mediaGMDCGIME COE's														
No of events during the year	Country	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No	4	16	4	6	11	14	3		21	9	5	13	5	111
No of participants	MALE					FEMALE					TOTAL				
	329					468					730				
How rated by partners in evaluation - average scores	Content	Design	Documen-tation	Facilitation		Group work		Output	Outcome	Learning	Networking	Admin	Overall		
	80%	85%	84%	87%		66%		84%	78%	86%	84%	80%	82%		
Outputs	Reports			Action Plans			Books		DVDs		Pamphlets/posters				
							1								
Outreach	Website hits			Contacts generated		Media mentions		Other events attended		No of MOUs with partners					
	1391			2455				3		8					
Outcomes summarise	<ul style="list-style-type: none">Gender aware media that generates and disseminates gender aware media content.Creating a platform for media houses and journalists to share best practices, learn from each other's experiences and find solutions to challenges during the Regional SADC Protocol@Work Summit.A better understanding on how to cover the ten thematic areas of the SADC Gender Protocol.Journalists who are able to mainstream gender in their reportage.														
Main risks	<ul style="list-style-type: none">Media houses do not have budgets for gender mainstreaming and so rely mainly on GL funding.High staff turnover in the media industry in general.														
Lessons	Need to constantly sensitise media house personnel on the existence of gender policies.														
Innovation	Contributing to the setting up of the Global Alliance on Media and Gender (GAMAG).														
Budget	R1 900 000														
How VFM is being realised	Limited financial resources- governments and media houses have no budgets for gender mainstreaming in the media <ul style="list-style-type: none">Smart partnerships with some media houses to conduct in house training e.g. in Mauritius and BotswanaIn kind support.Piggybacking on other programme activities.Combining training modules workshops.														



Sikhonzile Ndlovu, Media Programme Manager



Tarisai Nyamweda, Media Programme Officer and GMDC Coordinator

Synopsis

With just a year to go before the SADC Gender Protocol (SGP) 2015 target, the Gender Links (GL) Media programme focus has shifted to providing on-the-job support to media personnel in the 100 Centres of Excellence (COEs) as well as monitoring change every step of the way. Using the SGP thematic provisions, GL has focused on ensuring that media houses, especially journalists mainstream gender in programme and news content. Viewed as both a target and a tool, the media is able to reach a wider audience thereby providing vital information and awareness to millions of viewers.

The Media COE project is Media's flagship project bringing together research, advocacy, policy and training. The innovative self-monitoring concept allows media houses to have a quantitative overview of their performance every step of the way as well as opportunities for self-reflection and re-strategising. This holistic approach also enhances effectiveness as it ensures full buy-in from the highest levels of the media house. Designing the ten-module in-house workshops around the theme areas of the SGP ensures that this contributes to the advancement of the targets as well as ensuring that media houses are well equipped to achieve gender equality. The SGP calls on all media and media related bodies to mainstream gender in their codes of conduct and practice and desist from gender stereotyping in content.

The COE project design ensures flexibility such that different modules can be combined and delivered at times most relevant to the context. The programme works with 108 media houses representing Public Broadcasters (radio and TV), private media (radio and print) and community media (print and radio). The media programme received a timely boost when in June 2014, the United Nations Education, Scientific and Cultural Organisation (UNESCO) invited GL to be a partner in the Global Forum on Media and Gender (GAMAG). This gave the programme an opportunity to canvass on the gender and media issues in Southern Africa. The Media programme recognises the need for sustained follow up and evaluation of progress.

The Media programme is also contributing to larger global efforts to put media on the post- 2015 Development agenda. This is largely through working with the Global Alliance on Media and Gender which UNESCO is coordinating.



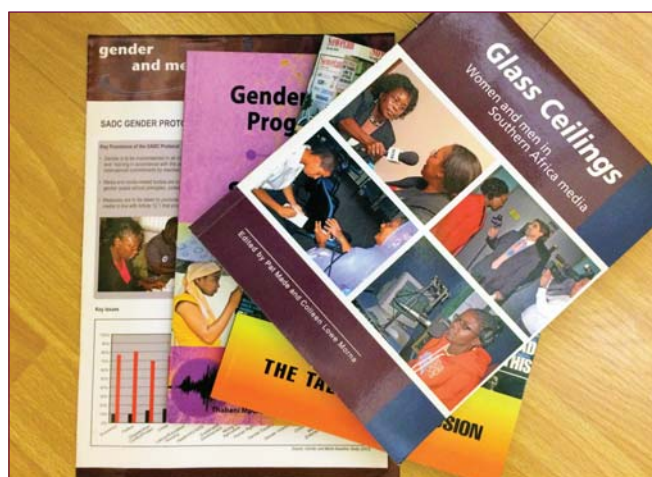
The Gender and Media Diversity Centre (GMDC) a network of media development NGOs, researchers and Gender and Media (GEM) networks has led debate and dialogue on gender and media. Debates have included Gender and Leadership as well as Gender and Media Freedom and Access to information.

Objectives

- **Transforming gender relations in and through the media.** GL views media as both a target and a tool for transformation. As institutions, media houses have to ensure a conducive environment for both women and men in line with the SGP vision. This is through transforming institutional practice and putting in place policy measures that recognise gender as a key factor in its operations. Media can also be used as a tool to shape the discourse and agenda through bringing issues of gender to the fore and ensuring that gender is mainstreamed into content. As such the programme works with media institutions as a whole, from Human Resource departments to the newsroom.
- **Contributing to the SADC gender protocol target of gender equality in the media by 2015.** This is the only time-bound target in the SGP. The media programme therefore provides the relevant support to the media.
- **Contributing to the post 2015 development agenda.** Working through the newly formed GAMG, the Media programme has made submissions on key areas of focus post-2015 - the deadline for the global Millennium Development Goals (MDGs). As the target for the SGP and the MDGs draws nearer, it is imperative that stakeholders start thinking beyond 2015. One of the observations of the SADC Gender Protocol Alliance is that media is missing from the draft post-2015 agenda.

Background

GL's work began with and is still strongly rooted in the media. With its original slogan, "gender equality in and through the media" Gender Links is recognised for leading the gender and media movement in Southern Africa and defending this cause across the globe. Through the Gender and Media Diversity Centre (GMDC), the media programme has conducted debate and dialogue on key gender and media issues.



Through the Media programme, GL has a vanguard gender and media research portfolio that covers media content, media house composition and audience response. GL and the Media Institute of Southern Africa (MISA) conducted the Gender and Media Progress Study which is a follow up to the ground breaking Gender and Media Baseline Study conducted by the two organisations in 2003. The GMPS took place in 14 SADC countries. Other key research projects include Glass Ceilings in Southern African newsrooms (2009); the 2010 Gender in Media Education (GIME) study and the 2006 HIV and AIDS and Gender Baseline study. GL also conducted the Gender in Media Audience Study (GMAS) in 2004. In 2010, GL conducted the Gender and Media Progress Study (GMPS) which showed that the proportion of women sources had increased by two percentage points between over the seven year period after the baseline study.



Simiso Mlevu (B-Metro) and Thandeka Moyo (Chronicle) interview the Mayor of Bulawayo Councilor Martin Moyo during the Media COE training.

Photo: Thabani Mpofo

The research studies revealed massive gender gaps in women's representation in the media both as news sources and in media house management. Women have also continued to be portrayed in a narrow range of roles in news content. Likewise, the GIME audit revealed that gender is not mainstreamed in journalism and media training.

GL's media programme also has an advocacy arm, which has included collaborating with media organisations to hold the regional Gender and Media (GEM) summits every two years. The first GEM summit, a collaborative effort between Gender Links and the Media Institute of Southern Africa was held in 2004. Subsequent summits took place in 2006, 2008 and 2010. As the pressure for implementation of the SADC Gender Protocol increased the Media programme collaborated with the Alliance and Justice programmes to host the inaugural SADC Gender Summit in 2013.

Audiences are also an integral part of the media programme with capacity building initiatives such as the Gender and Media Literacy course. To date GL has cascaded this project to 12 SADC countries since piloting it in South Africa in 2006.

The programme has also engaged in policy related work. This work has included; pilot projects to develop gender policies and codes of ethics with regulatory authorities and the Media Action Plan on HIV and AIDS and Gender

that aimed to ensure that 80 percent of all newsrooms have HIV and AIDS policies.

Following the success of the MAP project, the programme then worked on stand-alone media house gender policies.

Following the results of the GMPS, Glass Ceilings and GIME audit, GL then sought new and more effective ways of engaging with the media. This holistic approach has led to the establishment of the Centres of Excellence (COEs) for gender in the media. Plans are also underway to roll out a similar project with institutions of higher learning. The media COE project provides media houses with a full gender mainstreaming package that allows for policy development, on the job training and monitoring and evaluation.

GL has since added the media house scorecard as a tool to track change. This method combines qualitative and quantitative aspects. The media house scorecard also takes a holistic look at the institution covering, policy, human resource and workplace practice, content and programming, M and E as well as gender management systems. This is based on the realisation that if change is to happen in media institutions it has to go beyond numbers and look at qualitative aspects of media practice and content.

This in turn has prompted a participatory approach to measuring progress. During the verification exercise, which is done by individual media COE, the GL team sits with a representative panel from the media house and go through the different indicators on the scorecard. The media house provides supporting documentary evidence for the scores given. This is discussed until the team agrees on a score. During this exercise the media house' institutional profile is compiled.

Targets

The media programme targets mainstream media, and increasingly community media in 13 SADC countries. Community media give voice to marginalised groups. Community media occupy a strategic position to empower and give voice to communities, promote democracy and



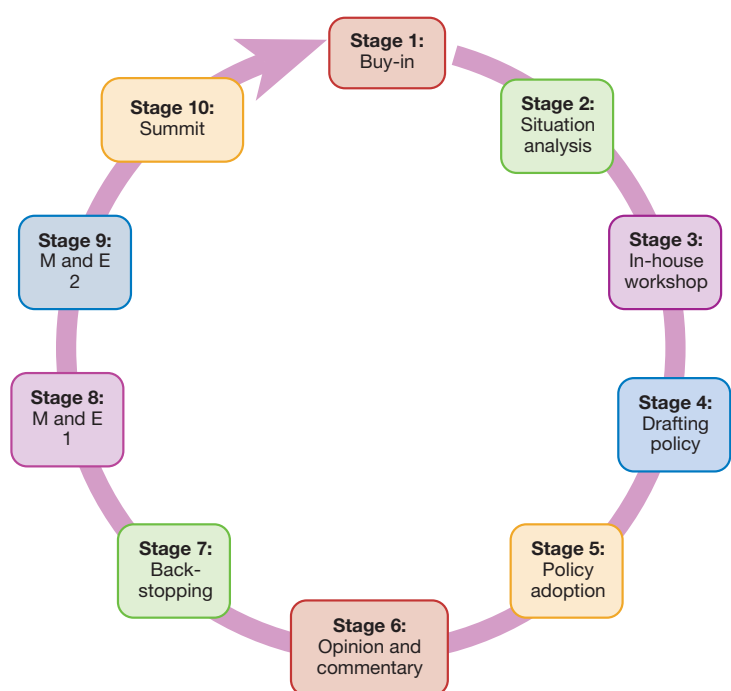
Journalist doing interviews at the Mankayane market in Swaziland during the media training field day.

Photo by Thandokuhle Dhlamini

improve access to information in their respective areas. As the media closest to the people, community media is able to address issues specific to their communities. They also contribute to local democracy by promoting an informed citizenship, facilitating dialogue between communities and elected representatives and enabling meaningful participation in electoral processes.

The COE project comprises 39 community media. For example there are 15 COE community media houses in the Limpopo province of South Africa. There are 7 national broadcasters in the project. Public broadcasters are known for their wide reach, mostly accessible across different geographic areas. They also have a high number of employees meaning that you reach more media personnel.

Delivery - activities and inputs



Key activities in 2013 included:

- Gender policy drafting workshops in 13 SADC countries, leading to 53 media houses adopting and implementing gender policies. An additional 20 media houses are finalising their draft gender policies.
- On-the-job training for journalists on the ten themes of the SADC Gender Protocol (SGP). This training falls under stage seven of the COE project. Training mainly focused on those media houses that have completed the policy drafting phase of the project. 347 men and 392 women benefitted from these capacity building workshops.
- Training all media houses on covering gender based violence. This is a project that brings together the Media and Local Government programmes. GL conducted 9 training workshops in 8 countries following a planning workshop that brought together GL country managers and media COE facilitators.
- Conducting verification in 54 COE media houses. During the verification exercise GL collected “Changing lives” case studies and “Men/Women making a difference” case studies as evidence of the impact of the project.

The verification data was compared with baseline data to measure progress.

- Collaboration with Alliance and Governance programmes in hosting 12 national and a regional summit showcasing good practices in gender mainstreaming.
- Collection of 208 of the 672 case studies of the SADC Protocol @Work Summit. Most of these show-cased work done since the commencement of the COE project.
- Media study visit to the Mauritius Broadcasting Corporation. As part of on-going efforts to foster peer learning, GL, under the media COE project, organised a Mauritius learning visit for media award winners. The visit to the Media COE winner, MBC, presented representatives of different media houses a rare opportunity of learning from the MBC which has won the media institutional award since 2008.
- Strategy meeting for media COE facilitators to deliberate on lessons emerging from the COE verification exercise. Following the verification exercise which was conducted by GL staff, facilitators from the 12 countries came together during the regional SADC Gender summit to discuss strategies going forward.
- Compiling a media COE learning paper that suggests new strategies for increasing impact as well as documenting the effectiveness of the COE programme.
- Compiling the media chapter of the Regional and South Africa barometers. The regional barometer is an annual measure of progress in the implementation of the SGP.
- Partnering with UNESCO and other partner organisations in running the Global Forum on Media and Gender which resulted in the formation of the Global Alliance on Media and Gender (GAMAG). GL presented on the SADC regional position on gender and media. This gave publicity to the COE project as an example of sustainable and effective ways of engaging media on gender. All input went into the GAMG Draft Framework and Action plan which was discussed with UN Women at the 58th sessions of the Commission for the Status of Women (CSW).

Outputs



Media@work during the 16 days launch in Swaziland. Photo: Thandokuhle Dlamini

The main deliverable for this period has been to ensure that all COE media houses reach stage five of the policy development process. This has largely built on progress made since the project started in 2011. In the first half of the year, GL conducted a verification exercise to establish the impact of the project in 54 media houses. This also provided a vital opportunity to take stock and devise better strategies moving forward. The verification exercise, which falls under stage nine (external monitoring) is an essential part of measuring impact and progress.

- Six countries have reached the target of getting all COE media houses to develop and implement gender policies. These are Botswana, Democratic republic of Congo (DRC), Madagascar, Malawi, Mauritius and Tanzania.
- 74 media houses have reached four stages of the gender policy development process and 53 of them have adopted and are implementing gender policies.
- All media houses have completed two modules of stage seven. Stage seven is the in-house capacity building workshops for journalists that serves to help media houses to mainstream gender in editorial content and programming.
- Progress in implementing the ten stage COE process is at 63%.
- Although all media houses have given buy-in to the COE project, 75 have signed formal agreements signalling commitment to the ten stage media COE project.
- Countries that had a slow start such as Mozambique, Swaziland and Zambia have gained momentum with public media houses such as the Mozambique Television, Swaziland Broadcasting and Information Services (SBIS), Swazi TV and the Zambia Daily Mail giving buy-in to the process and starting on gender policy drafting.

Outreach

Direct beneficiaries: The direct beneficiaries range from journalists to media house managers, owners and directors. The programme targets journalists for the in-house thematic capacity building workshops, HR personnel in the development and implementation of gender policies and media managers and owners during the buy-in phases as well as COE verification thereby covering media houses in their entirety.

COUNTRY	MALE	FEMALE	TOTAL	% WOMEN
Botswana	31	46	77	60%
DRC	18	36	54	67%
Lesotho	22	18	40	45%
Madagascar	12	25	37	68%
Malawi	49	39	88	44%
Mauritius	10	19	29	66%
Mozambique	40	25	65	38%
Namibia	6	10	16	63%
South Africa	60	68	128	53%
Swaziland	6	10	16	63%
Tanzania	52	63	115	55%
Zambia	36	16	52	31%
Zimbabwe	5	17	22	77%
TOTAL BY SEX	347	392	739	53%

Indirect beneficiaries: The indirect beneficiaries of this programme are the media audiences across Southern Africa. Through transforming the media, GL ensures that the message of gender equality gets to communities. The 108 media houses that GL works with represent approximately 25% of all the media houses in the SADC region.

Type	Print	Radio	TV	Total
Public	9	5	8	22
Private	31	15	6	56
Community	10	27	1	39
Total	50	48	16	114

The table shows that these media houses span the whole spectrum. GL is working with 22 public media entities: eight TV and five radio. In South Africa, community is a vital sector with more than 100 community radio stations. To increase its interface with local communities, this project has 22 community radio stations. There are 56 private and 39 community media in the project. GL also makes use of its website to give visibility to its media work. Through creating individual webpages for the COEs, there is greater awareness and evidence of what the different institutions are doing.

In most Southern African countries, radio reaches audiences even in remote places. For example, Zodiak radio in Malawi reaches 98.5% of the population. Through using the media as a target and a tool, GL is able to reach citizens even in the remotest parts of the region. Getting individual media houses to make gender an integral part of their programming and editorial content ultimately shapes how audiences view gender. As agenda shapers, media have the ability to influence public opinion.

Through its work, GL campaigns for the inclusion of women's voices in the media. Through its 'Making every voice count' handbook and Reporting Southern Africa training manual, GL takes media houses through different stages of ensuring that women and men get equal access to the news media in particular. Through the project, the proportion of women sources has increased from a baseline of 19% to 22% since project inception. There has also been an increase in gender aware programming.

In the case of community media, this is a medium for the people and by the people. This medium goes beyond cities to reach out to the ordinary people in the communities. The flexibility of community media allows ordinary people to be part of content contributors. This fosters a participatory approach to media content.

Outcomes

Women's view and voices: The main target of this programme is to increase women's sources in the media COE's from 19% to 30%. During the past year the focus has been on getting all media houses to develop and adopt gender policies. The direct output linked to the increase in women news sources is stage seven which focuses on

the job training and support to media managers and journalists. GL has only managed to cover 30% of the ten modules in this. This will be the main focus in the second phase of the project. Gender Links will conduct a comparative monitoring study in 2015. 2015 is the target for the achievement of the SADC gender protocol targets.

Gender responsive journalism: The media and local government COE projects intersect at key points for example the 2013 Sixteen Days of Activism project that brought

Media and Local government COEs together.

Gender Links is working with national broadcasters to increase visibility and reach. Media houses are a key partnership in ensuring that gender equality prevails in different sectors in the region. Qualitative evidence suggests that the training for journalists through the COE process is making a difference:

"Gender Links' local government COE workshop run during the 2012 16 days campaign opened my eyes to the realities of gender inequalities in Mauritius. It has made me more aware of the society that I live in and ultimately the daily struggles of many Mauritian women. As a journalist GL has prompted me to wear my gender spectacles all the time."



March against gender violence during the Sixteen Days of Activism in Moka Flacq.

Photo: Gender Links

This is how Karen Walter sums up what Gender Links (GL) has contributed to her life as a female journalist. Walter is a journalist at La'Sentinelle's daily paper L'Express in Mauritius. La'Sentinelle group is one of Gender Links, media Centres of Excellence for gender. When Walter attended a GL local government COE workshop in 2012, she had no idea that this would change her life forever. Since then, this journalist has started seeing things differently. She now ensures that she keeps gender firmly on her daily agenda.

The highlight of the workshop was an impromptu media monitoring exercise. Participants monitored the day's papers for voices and images of women and men. It was in this exercise that Walter immediately became aware of how media often writes one-sided stories. She noted that women are grossly underrepresented as news sources but more prominent in images. She also noted that most stories are told from a male gaze and often lack an analysis of the differential impact of different issues on women and men.

Walter, who has no formal training in journalism, has benefitted from on-the-job training and capacity building initiatives. Walter first heard about Gender Links during her tenure at La Defi where there were constant engagements around gender mainstreaming. When she joined L'Express, she had the opportunity to work with Gender Links French Opinion and Commentary Editor, Marie

Annick Savrepine who has been supportive in building Walter's gender awareness.

When Walter started engaging with GL, she was not aware of the massive gender gaps in media reporting. She says for example, she had never heard about gender blind reporting. After spending a day with GL and Francophone Director Loga Virahsawmy, her eyes were opened. She particularly remembers interacting with survivors of gender based violence who related their experiences to her. This made her realise that media does not fully capture this reality in its reportage.

Now that she has continued to interact with GL, Walter understands the importance of balanced coverage of stories through including a diversity of voices. For example, she now ensures that she gives equal access to both women and men across topics. GL has made her realise that there are as many women experts as there are men. Now Walter realises that it is unprofessional to write gender blind stories.

Asked on whether it is easy to achieve this balance, Walter says when one makes a conscious decision to include the voices of women and men; it becomes part of their work ethic. She says she has gotten to know women experts on different subjects, which makes it easy for her to source them for comments.

The highlight of Walter's journey has been writing stories about women informal traders, hawkers. Based on her new understanding that poverty affects women and men differently, Walter appreciates how important it is for women to take control of their lives and seek to change their circumstances.

Improved institutional performance measured through media house scores: Starting from a baseline of 63% in 2012/2013, GL's target is an average score of 68%. The ongoing verification exercise in the lead up to the national SADC gender summits will provide the progress scores for

2013/2014. GL is verifying 73 COE media houses. Case studies gathered during verification suggest that the COE process is making a difference to the way some media houses function:

Malawi community radio empowers women through radio listening clubs

When Dzimwe Radio Station went off air after lighting struck its sole transmitter, Fanny Tsatawe of Tiwonere Listeners' club declared: "We are like orphans now. We have hung our radio sets since we can't listen to our favourite radio station."

Situated at the foot of Monkey Bay Mountain, Radio Dzimwe is the first community radio in the country to broadcast with funding from United Nations Education, Scientific, and Cultural Organisation (UNESCO). The radio works to provide a platform to rural communities within its coverage to facilitate dialogue on development needs and issues. Dzimwe has been running since 1998 and its programming addresses issues such as health, safe motherhood, violence against women and girls, sustainable natural resources management and income generating activities related to farming and fishing.

From the time radio station struck a partnership with Gender Links, the community broadcasting institution has been mainstreaming gender in their programmes and projects. Besides developing a gender policy for the media house as one step of the Media Centres of Excellence initiative by Gender Links, Dzimwe is also championing gender at a community level through its 28 radio listening clubs. The radio has different types of radio listening clubs namely: women, youth, men and hybrid (Mixed). The radio deliberately divided the clubs with an intention to empower women.

"As a result of patriarchy, we noted that women were silent on so many issues that were affecting because they did not believe in themselves. This forced us to divided the clubs so that we could empower women in a special way by giving them a voice", says Hilda Phiri, the radio's station manager. Besides numerous developmental activities that have come about as a result of radio listening clubs initiatives, village banking initiative tops them all.

But how does Dzimwe radio find itself at the centre of a village banking project? Who are the beneficiaries of the project? Whose initiative was it and why?; above all, who inspired it?

"We have instilled a spirit of saving in many women, thanks to Gender Links. Many of them have started various business and projects and we are confident that this economic empowerment initiative will undoubtedly work towards reducing the prevalence rate of gender violence in our surrounding communities," says Hilda Phiri, Dzimwe Community Radio station Manager.

According to Phiri, the idea came about after she attended a Gender Links workshop in 2009. She recalls that Pushpa Jameson, a former Gender Links country facilitator trained her and other journalists on how women economic dependency on their male counterparts subjects them to all sorts of abuses.



Hilda Phiri at a Dzimwe community radio listening club.

Photo: Dzimwe community Radio

"As a radio station, we battled it out thinking how best we could integrate this issue into our programmes and projects", says Phiri adding that mainstreaming women economic empowerment in the radio programmes alone was not good enough for them. It was for this reason that the management of the radio decided to use the existing structures (radio listening clubs) to integrate the village banking concept. According to Phiri, women radio listening clubs embraced the idea making their groupings not only listening clubs but savings clubs as well.

"We have instilled a spirit of saving in many women, thanks to Gender Links. Many of them have started various business and projects and we are confident that this economic empowerment initiative will undoubtedly work towards reducing the prevalence rate of gender violence in our surrounding communities," Phiri observes.

While the radio has been championing gender through radio listening clubs, the media house itself has not done enough in putting their gender policy to practice. Starting

from the top, the board has eight men and three women and though the management team is headed by a woman, it comprises of three men and two women making them gender imbalanced. In addition, the radio's management team is not aware of regional and international gender equality commitments and their gender equality targets are not in-line with these commitments. For instance, the team could not tell the timeline for the 2008 SADC Protocol on Gender and Development and Millennium Development Goal 3.

"We need organisations that are more knowledgeable on gender issues like Gender Links to train us on how we can further mainstream gender in our activities basing on regional and international targets," says Winstone Kaimira, the station's deputy manager. He added that Dzimwe is a community radio and they would prefer more in-house training because they have specific needs compared to private commercial radio station that broadcast country-wide.

Showcasing GL work on the global stage: Participation by the media programme in the Global Forum on Media and Gender stands out as a highlight of the year. This global event provided GL the opportunity to showcase its work

on a global platform as well as to learn from peers from across the globe. The GL new team worked on documenting the conference proceedings and sharing this information with gender and media partners in SADC.

"We first received communication regarding the Global Forum on Media and Gender in June 2013. The event happened in December 2013. From the outset, it was clear that this was an opportunity for GL to showcase its media work on a global platform. We then called a Gender and Media Diversity Centre (GMDC) consultative meeting to come up with clear agenda and priority areas for SADC. After this we developed a checklist to guide our work leading up to the meeting. The flow of information and engagement was empowering.

This event was to be my highlight for the year (if not my whole career at GL) as for the first time I met with media experts and activists from across the globe. Such opportunities are rare and far between. Engaging with media activists, educators and trainers from across the region helped further my understanding of gender in media education issues. Knowing that we represented Southern Africa at this platform made us conscientious in our approach and strengthened our resolve. Peer learning is one of the most effecting learning methods. Your world view is expanded and you start thinking beyond your immediate surroundings. What was also striking for me is the level of knowledge housed at GL. The way global partners respect GL's work"

- Sikhonzile Ndlovu, GL Learning Journey, 2014

"People from far and wide appreciate the work we do. This was my first ever out of Southern Africa experience.



Sikhonzile Ndlovu, Media Programme Manager.

Photo: Gender Links

Taking part in this event as the media team is one of our greatest achievements and the highlight of the year. Despite arriving in Bangkok at 1 am and having jet lag, we managed to pull it off.

"Covering the event was more of on the job training. I sharpened my skills of being on and off the camera. It was an exhilarating experience. This is something that I would like to do again. We covered the event with so much grace and ease because we love the work we do and the concerted effort brought many successes. The affirmation about how great GL is coming from people from across the globe confirmed the saying GL has giant footprints."

- Tarisai Nyamweda, GMDC Officer

Challenges



Labour of love: Arthur Okwemba, media policy facilitator, at work in Tanzania.
Photo: Gender Links

- **The programme has been facing challenges in getting the media houses to own this process.** This is especially so in the self-monitoring exercises. The journalists in some media houses were not ready to monitor their work. To address this, GL has initiated dialogue with media COE management through the Management and Editing module to discuss the rationale and benefits of the monitoring exercise. GL is also exploring ways that it can partner with knowledge training institutions to conduct the monitoring.
- **Media houses do not have budgets allocated to this process and mainly rely on Gender Links.** GL has started utilising in-kind support to better manage the programme running costs. For example after verification in Tanzania, GL opted for the in-house model whereby workshops are held on the media house premises. This model does not only reduce the costs but it reaches more people.
- **Signing MOUs and adopting gender policies to get media houses on board has been a challenge because of the bureaucratic nature of some media houses.** GL has since devised a statement of commitment to replace the MOU. There has been a greater uptake of this new approach. This has especially worked in the public media, where the personnel subjected the MOU to legal scrutiny. In the past year, Swaziland Television, Swaziland Broadcasting and Information Services (SBIS), Mozambique Television, Times of Swaziland, Times of Zambia represent some of the government institutions that gave buy-in after the introduction of the statement of commitment.
- **Competing priorities and economic hardships pose a great risk to gender mainstreaming in the media.** Media houses in the region are feeling the impact of the global economic recession. For example in Zimbabwe, most media houses are not well resourced and as such they do not have any allocations to gender mainstreaming as they are more concerned with keeping their media houses running. Advertising has become the main source of income for many media outlets. This leaves very little room for screening of advertorial. However media houses

in Mauritius have provided in-kind support often taking care of the workshop logic costs with GL only covering materials and facilitation costs.

- **Challenges in obtaining media COE audience figures.** Most media houses are not comfortable to divulge this information in the face of stiff competition from rival media entities. GL has had to rely on market survey to obtain information for some of the private media houses. This is still work in progress.
- **Slow progress in achieving desired higher level outcomes:** GL's outcome indicator for year two was 25% women sources. The self-monitoring exercise showed that media houses still lagged behind the targeted 25%. GL still needs to conduct progress monitoring to establish if target of at least half of the media houses having 30% women sources has been met.

Next steps

- Conduct an interim "rapid assessment" monitoring exercise, to be followed by the second Gender and Media Progress Study in January 2015.
- Intensify efforts around Stage 7 of the COE process: backstopping media houses and training for journalists.
- Extend the COE concept to media training institutions to ensure that gender and media training is rooted in media education.
- Involve media students in GL work, for example the Sixteen Days of Activism and the SADC Protocol@Work summits.
- Strengthen the Gender and Media Diversity Centre, and membership of the Global Alliance on Media and Gender.
- Contribute to the global campaign for a strong media and communications component in the post-2015 agenda, and in the post 2015 SADC Gender Protocol Summit.



Making voices count: GG Phaladi, youth activist, Botswana.

Photo: Katherine Robinson

WRITE ABOUT RIGHTS

GL News Service



Katherine Robinson, English Service Editor and Communications Manager

Marie-Annick Savripène, French Service Editor

Albert Ngosa, Audio Visual Officer

"We always welcome the pieces we get from GL because they are mostly researched, well written and well edited by the editorial team at GL. The articles also address many different issues not predictable. With GL it is very interventionist in the editorial, which is good for us. I think the writing about gender has influenced gender awareness in Cape Town because people are very sensitised about gender issues. The impact on our paper is that it gives us and helps us to bring diverse views for our readers. The articles are very educational. I am huge fan of GL."

- Cape Times Editor, Tony Weaver

"Gender Links has amplified issues of gender in Southern Africa and put an entirely new complexion and depth to the discourse of gender. For us at the Southern Times who have devoted a whole page each week to reporting on gender for over a year now, the timely, bright, tight and right articles from your contributors have been very useful."

(Moses Magadza, Founding Editor, The Southern Times, Namibia)

"Previously the thrust of the editorial was on politics and economic-related issues. But now management has felt the need to dedicate a page on gender-related issues just as they have dedicated the space for sports, just like they have dedicated the space for opinion and commentary. We need to create that space where we discuss gender-related issues specifically. That also led to the creation of the gender desk because we never use to have one. We don't have a sports desk but we have a gender desk."

(Sophia Mapuranga, Gender Desk, the Zimbabwean Newspaper, Zimbabwe)



GL IT officer Tinashe Padare @work for GLNS.

Photo: Colleen Lowe Morna

The Gender Links News Service, (GLNS) formerly known as the Gender Links Opinion and Commentary Service is an innovative GL multi-media project to provide the media with fresh views and voices on current affairs. The service has its roots in the Gender and Media Baseline Study (GMBS), which showed that women's voices and gender issues are grossly under-represented in the media. The service builds the capacity of journalists to produce gender sensitive media pieces in all areas of development. The service is not only multimedia and of regional (SADC) relevance but is tri-lingual, with news and opinion in English, Portuguese and French.

The English service is anchored in Johannesburg, South Africa covering news from Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The French service is based in Mauritius which receives contributions from DRC, Madagascar, Mauritius and Seychelles. The Portuguese Service was launched in 2011 and is anchored in Maputo, aiming to carrying stories from Mozambique and Angola. The service is still getting off the ground, and has not been as active as the English and French services, however a special series is underway to put gender back on the agenda in Mozambique. All content produced by GLNS is sent out to over 5000 subscribers; editors around the region for republishing and distributed on social media platforms.

The GLNS as a whole forms part of the GL Communications Department anchored at GL headquarters in Johannesburg, run by Katherine Robinson and Albert Ngosa. The French Service is run by Marie-Annick Savripène, a senior journalist at "L'express", the leading morning daily newspaper in Mauritius. The Portuguese service, run for a period by Bayano Valy, has recently been taken over by Jose Penicene Tembe.

As part of its mission to encourage communication for change and to achieve gender equality in and through media, the unit has intensified its efforts to make the GLNS a multi-media platform, producing mainly in-house multimedia, also managing the GL social media platforms for greater dissemination and distribution of GLNS and all GL's work. This section of the report reflects on the outputs and activities of the GLNS and the GL Communications Department for the year of 2013.

Key outputs and usage of the GLNS

The GLNS in numbers					
	No of stories	Target	No of times used	Average	Usage target
English	114	168	504	4.4	4.5
French	102		279	2.7	3.0
Portuguese	26	20	4	0.2	2.0
TOTAL	216		787	3.6	

The GLNS aimed to produce at least 168 articles from the English and French services and a minimum of 20 from the Portuguese service. The service produced 114 English and 102 French articles (216 in total). In addition the service produced 13 hardcopy supplements in 2013 with

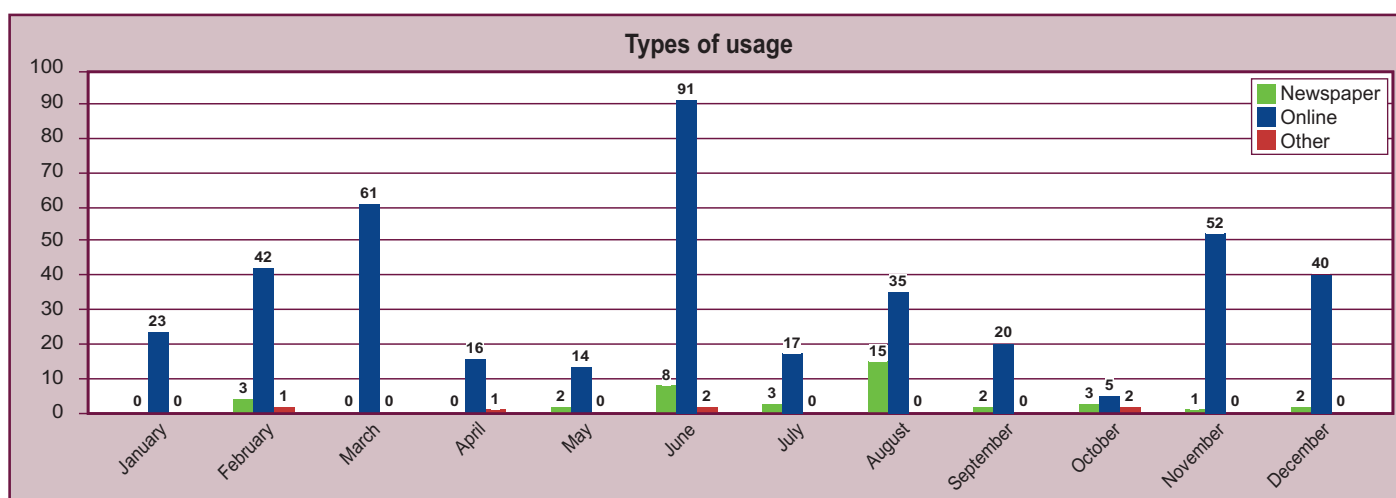
an average of 10 articles and features per supplement. Furthermore, the figures exclude audio and visual content produced by the GLNS. The Portuguese service produced 26 stories, slightly over target, but failed to reach the usage target of each article being republished at least twice. The English and French services only just missed their republishing targets of 4.5 and 3, achieving 4.4 and 2.7 respectively.

The English Service

During 2013 English service produced 114 online articles, which were republished on average 4.4 times. The primary republishing occurs via other online media, although hard copy republishing occurs to a lesser degree there is a

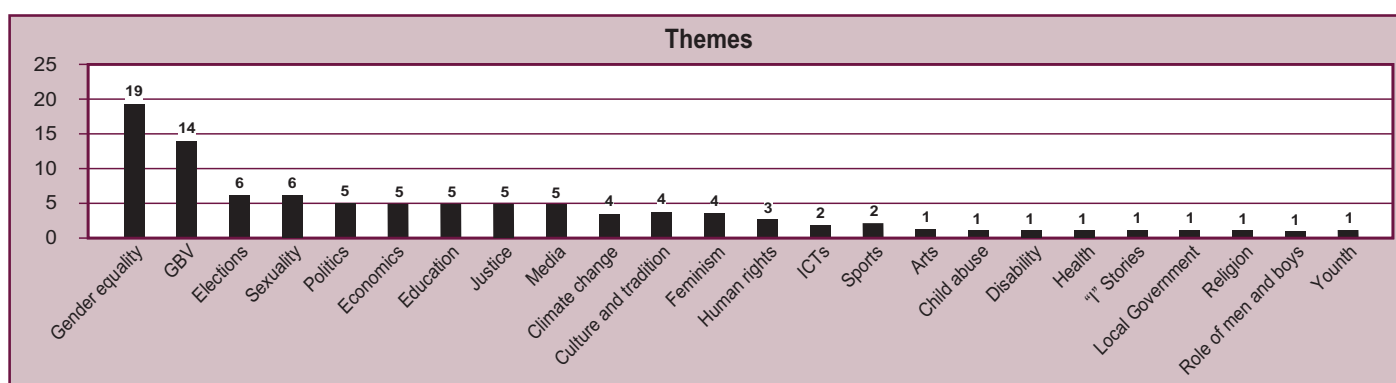
generally consistent republishing trend in newspapers and occasionally in other media like radio, journals and magazines. However, it must be noted that tracking hardcopy republishing across the region is quite difficult as some smaller newspapers are not yet online and editors seldom notify GLNS of their usage.

As seen from the graph, the greatest usage occurred during special series months, for example the Commission of the Status of Women meeting (March); Phenomenal Fathers (June); Women's Month (August) and Sixteen Days of Activism (November and December). It is also during these months that hardcopy newspapers across the region tend to republish GLNS articles more regularly and articles gain greater attention by the media seeking commentary.



The English service relies more on online usage and the rate of republishing is somewhat sporadic. Although most mainstream media is moving to online platforms for dissemination and readership, the English service should in the coming year aim to increase hardcopy republishing

across the region. The media houses that most consistently republish English GLNS articles are All Africa.com, IQ4News, Women24 (online), The Nation (Malawian Newspaper), The Zimbabwean and The Cape Times (South African Daily).



As reflected in the graph the English GLNS indeed covered a variety of stories, tackling diverse issues all with a strong gender dimensions. The stories range from gender equality, politics, media, education, economics, arts, gender based violence, climate change and sexuality.

Last year saw a significant increase in stories regarding sexuality in an attempt to create awareness about Lesbian, Gay, Bisexual, Transgender (LGBT) rights as fundamentally linked to gender equality. Many of these pieces also sought to examine and critique the widespread homophobia,

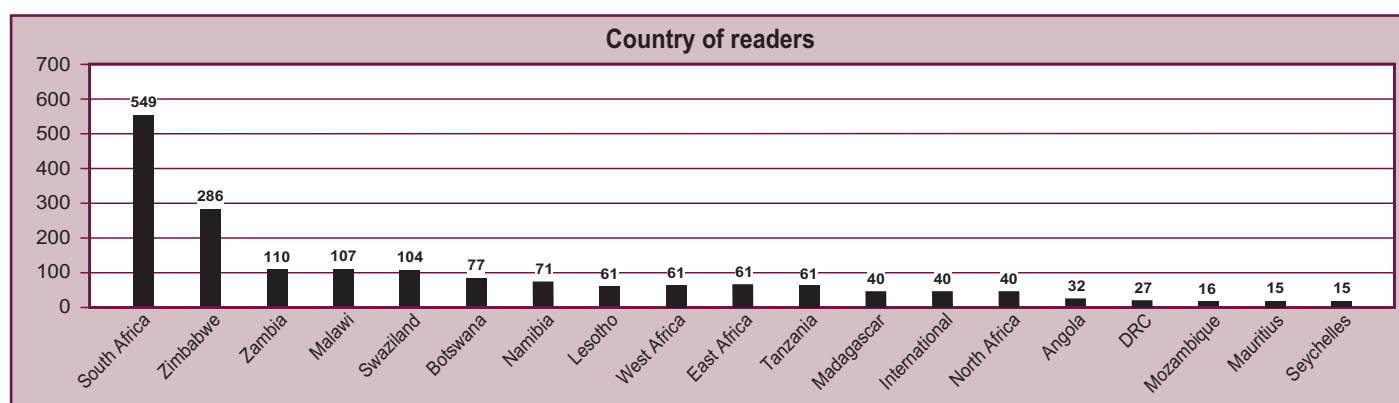
discrimination and gender based violence so many people across the region face on the basis of sexual orientation and gender identity as homophobia and homophobic legislation intensified across Southern Africa and the world. The monitoring of usage of these articles also demonstrates how many media houses remain tentative about republishing articles that tackle “controversial issues” such as sexuality: republishing is significantly less than other articles and in some cases, some media houses have even censored some articles.

When a well-known South African Newspaper edited a GL article that made reference to sexuality, Editor of *Women24* Lili Radloff responded: “One does not have to be a very critical or observant reader to notice that the edits were made specifically to change the column into a hetero-normative piece. What makes the edits disturbing is the fact that South Africa and Africa are plagued by the heinous violence committed against LGBT



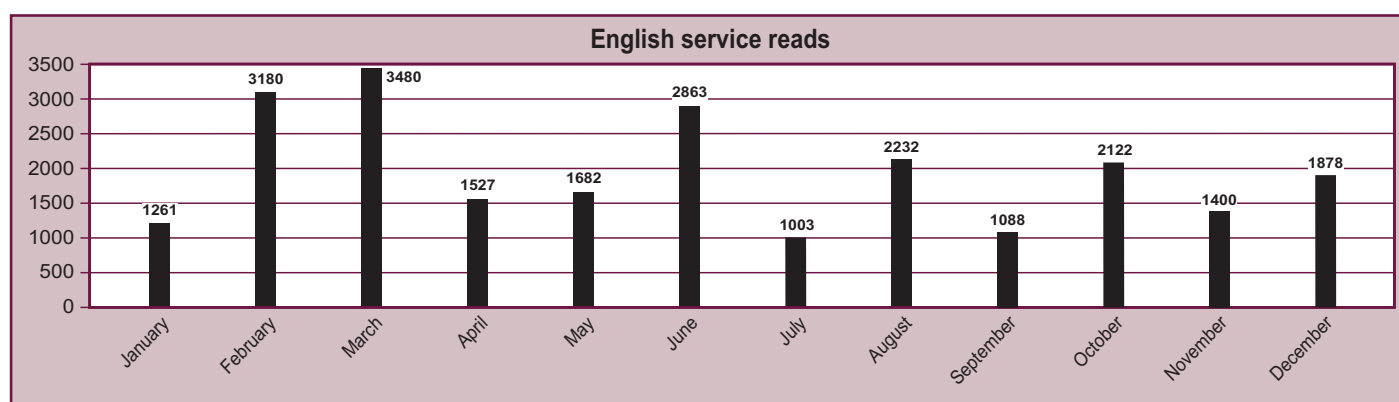
Activists march for LGBTI equality at the Joburg People's Pride march in October 2013. Photo: Laurie Adams

community. It is sad that the great work that Gender Links is doing - trying to make media more representative, inclusive and fair should be undermined by publications.”



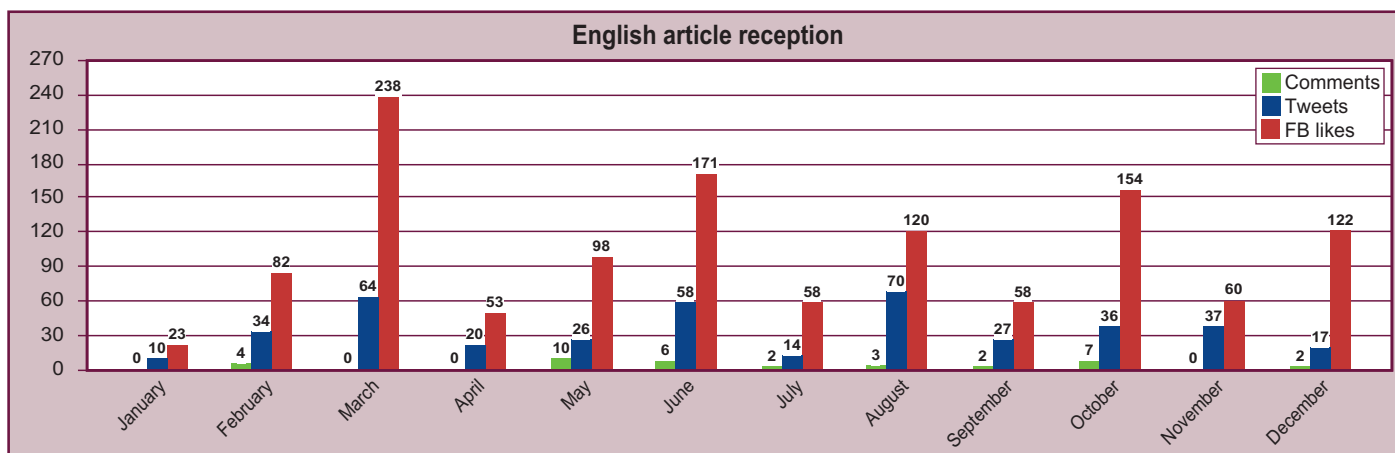
Although we have readers from all across SADC and beyond, the majority of readers are from South Africa, Zimbabwe and countries outside of Southern Africa as seen from the graph above. Most of the English Service

readers are women at 74% while 26% are men. This shows that the service needs to keep working on growing its male readership.



The graph shows that in any given month, articles on the service get read 1000 to nearly 4000 times. At 3480 reads March (when the service produced a special newsletter during the annual UN Commission on the Status of Women

meeting) had the highest number of reads. By the end of 2013, the English articles on the GL website had been read 23716 times. This excludes reads through the various forms of republishing.



The graph demonstrating reception based on Facebook Likes, Tweets and comments reflects readers' engagement with the articles and sheds light on multiplier effects through readers Tweeting and sharing these articles on their personal platforms. The figures do not include the comments and Likes that takes place on GL's Facebook

page. For 2013, the English service garnered a total of 1237 Likes, 413 Tweets and 36 comments. An optional Reasons for Viewing form that prompts readers to share information regarding their usage of articles shows that the majority of English service readers use the articles for personal use, research and training material.

Ripple effects - the example of Mandela and fatherhood



Colleen Lowe Morna shakes hands with Nelson Mandela after handing over the Commission on Gender Equality's first report at the Union Buildings in 1997.
Photo supplied by Colleen Lowe Morna

An article by GL CEO Colleen Lowe Morna - *Nelson Mandela and fatherhood "Please don't call me a saint!"* - achieved the highest multiplier effects in July. The tracking of this article demonstrates how one article on the service can create ripple effects. Nine media outlets, including three mainstream newspapers republished the article. These included The Mail & Guardian and Eden Express for both Mossel Bay and George. The article garnered 386 reads, 3 tweets and 18 likes. It was a particularly important and timely piece, all encompassing, making reference to a number of hot issues relating to Mandela; critical of

Mandela's flaws and history as a man, political leader and father, especially when it came to gender. Despite this many still see Madiba as being above any criticism. The level-headed piece called out the flaws but applauded the willingness of one of the world's greatest statesman and a son of Southern Africa to change.

However, as can be seen from the comments on the GL website below, people still believe his flaws are justified by virtue of being Mandela:

"It's a pity that the Mandela family are at loggerheads even before the father or grandfather in not yet declared dead. It is a taboo in our African society to start fighting or to mention that so and so is going to die even when situation is critical you hold your comments and wish for recovery. At times, some people want to take advantage of the situation and some many children will come up in the open claiming to be Mandela's children. The question is why didn't they show up soon after his release from prison so that he could answer for himself and admit that yes this is my child. I think instead of criticising him after his release of looking at beautiful woman he missed that for 27 years in jail let's just look at the positive side of him as a human being and the sacrifices he made and appreciate him for that. His children should not bring shame on him by fighting in such a manner. I salute you Madiba"

- Lidia Chirambasukwa

"His personal gender legacy may be wonky but his desire to see women's full emancipation from patriarchy is remarkable. He spoke truthfully as a lover, a husband to three wives, an absent father to about six children and a political prison icon for 27 years! Madiba we admire your willingness to learn from your gender mistakes even when you were a President!"

- Sara Longwe

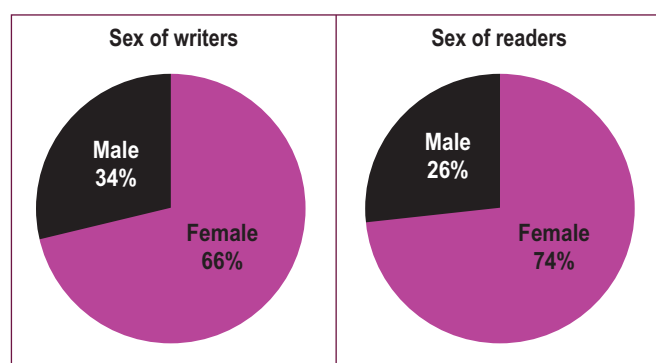
Comments off the M&G website included:

"Mandela has been the typical absent father. How can you raise responsible kids when you spend 27 years away, on some island?!"
Krok O'dile

"It's unfortunate that our society chooses to keep a blind eye on such moral issues, particularly emphasising the protection of men's reputation at the expense of women, even by the same women themselves..."
CC

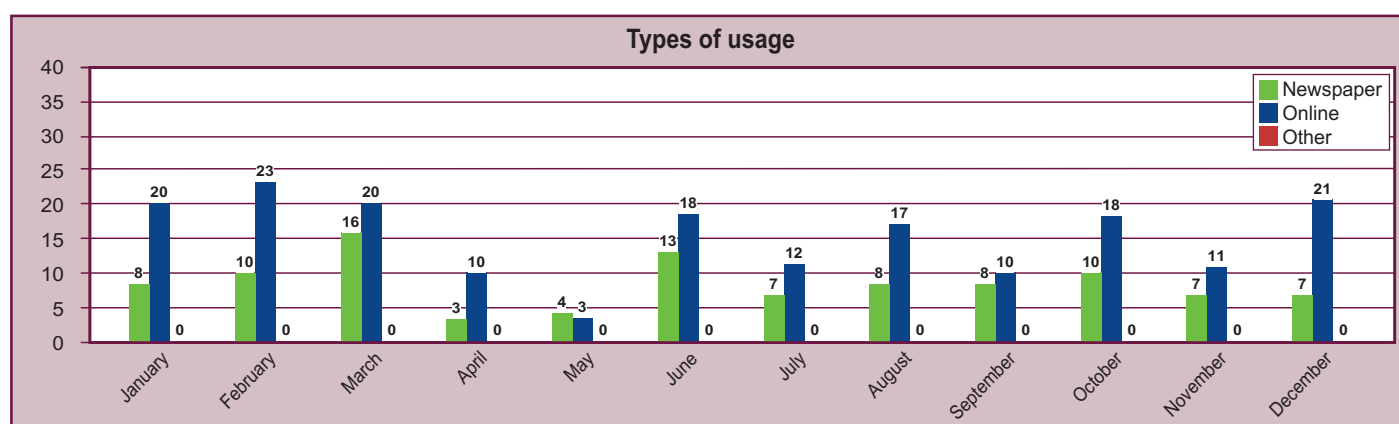
"And that is the beauty of his legacy, he is a man, he admits it which humbles him to the level of people around him. Massive respect for a man, flawed and regular. If future presidents used these characteristics we would be fortunate."
Older generation

"Yes, he is no saint. South Africans have high standards, partly thanks to him. But believe me, in Turkish standards of politics, he would be God. So as South Africans you should appreciate Madiba's value, and i am sure you do."
Baris Unlu



The service aims to achieve parity between male and female contributors and attempts to encourage contributions from new and diverse people. In 2013, 34% of the writers were men and 66% were women. The Service commissioned a number of new writers - 47% men and 53% women. Much like the readership, the majority of writers come from South Africa, Zimbabwe and Malawi. With male readers still only constituting 26% of the total, the service needs to work harder at attracting male readers.

French service



The French Service produced 105 online articles in 2013, republished on average 2.7 times each. Although the degree of republishing is less than the English service, the rate of republishing is more consistent and regular from month to month due to more established and fixed relationships with local print media houses. The regular newspapers that republish the French articles are *l'express*, *Le Défi Plus*, *Le Quotidien*, all independent newspapers in Mauritius.

The Memorandum of Understanding (MOU) signed between GL and many newspapers in Mauritius, DRC and Madagascar and who are now Centre of Excellence (COE)

for Gender in the Media, has yielded great results, particularly in *l'express*. In 2012, GL's articles were published in a page called "Gender and Solidarity." In mid-2013, the director of publications of *l'express* decided to allocate a full page to gender in a supplement in its Tuesday edition and in early 2014, he decided to mainstream gender by publishing the gender articles in the broadsheet newspaper every Tuesday.

A new Mauritian weekly named *This Week*, run by a young woman journalist and editor, Ruqayah Khayrattee, has started publishing articles from the service.

Knowing more about gender has strengthened my work

By Ruqayah Khayattee

Being a girl or a woman in a world of sexual predators is a terrible thing but it is common in our society. I have been subject to sexual harassment, verbal abuse and even blackmail. I complained to the directors but there was no disciplinary action taken against them. One of these predators tried to hit me with a chair. I dodged and he was the one to fell. Even though my colleagues saw this and there was a camera in the newsroom, no action was taken against that man. I had to quit the job. In vain, I tried to find another job. I was so discouraged that I decided to take a two-year break.

I regained my strength and courage, and decided start my own newspaper and online news service - *This Week*. I decided to use this platform to denounce all the injustice women face.

My life changed completely when I met Loga Virahsawmy, Director of GL's Francophone office. This powerful woman who is passionate about the struggle for gender equality

In Madagascar, *l'Hebdo de Madagascar* and *La Gazette de la Grande Ile* have started republishing many GLNS articles. The regular online publishers are *minorityvoice.info* and *lexpress.mu* from Mauritius; *acpcongo.com* from DRC and *AllAfrica.com*. Unfortunately, The International Press

02 | EDITO

THIS WEEK - Volume 76 - Saturday 21 December 2013

QUESTIONS ET RÉPONSES

Maurice est en état de choc. Une fillette de dix ans qui se saisisait d'un couteau et poignardait à mort un homme de 51 ans, cela a de quoi préoccuper.

Q. U'est-ce qui est passé par la tête de cette enfant ?

R. Où et comment a-t-elle eu la force de commettre un tel acte ?

Qui a jamais remarqué que la fillette était malheureuse et triste ?

Q. U'ont fait ses parents, sa famille élargie, ses amis et instituteurs ?

R. Nous sommes tous restés silencieux. Je pourrais continuer à m'interroger sans fin. Mais qu'un quotidien place sur sa Une « Sauver par son âge » n'est pas que jeter de l'huile sur le feu mais c'est déjà en soi un jugement par ce titre. La fillette n'a pas encore été jugée et pourtant, ce titre de Une l'a trouvée coupable.

Q. U'allons-nous ?

R. Que faisons-nous ? Que pouvons-nous faire ?

Q. Combien d'adultes écoutent les enfants ? Combien d'instituteurs et d'enseignants réalisent que leurs élèves sont tristes et ont besoin d'une attention spéciale ?

R. Revoilà les fameuses questions qui restent sans réponse. Jusqu'à quel point Ariane Navaro-Marie, ancienne ministre de la Femme, a raison lorsqu'elle dit que nous devons « tirer des leçons de ce

Nous devons nous estimer chanceux d'avoir un directeur des poursuites publiques, Aït Boudell, et une ministre de la Sécurité sociale, Sheila Baggio, qui agissent avec promptitude car autrement, cette enfant aurait été traduite devant une cour juvénile et fort probablement placée dans un asile ou même derrière les barreaux.

Sheila Baggio s'est comportée en chef d'Etat lors de sa prestation télévisée et nous la saluons pour cela. Si seulement Baggio avait fait école, cela aurait permis de mettre un frein à ce fléau social.

A travers le National Institute for Civil Education, qui tombe sous tutelle du bureau du Premier ministre, Gender Links a réussi à toucher environ 400 élèves. Durant la courte heure qui nous était impartie, nous avons parlé du lien entre la relation de pouvoir et la violence et nous savons que ces élèves de 15-16 ans ont réalisé qu'ils doivent informer leurs enseignants ou leurs recteurs lorsqu'ils voient des signes tristes. Ils s'interrogeraient qu'ils pouvaient prévenir un suicide ou la violence rien

EDITORIAL BY RUQAYAH KHAYATTEE

ON THE STEPS OF OUR ANCESTORS

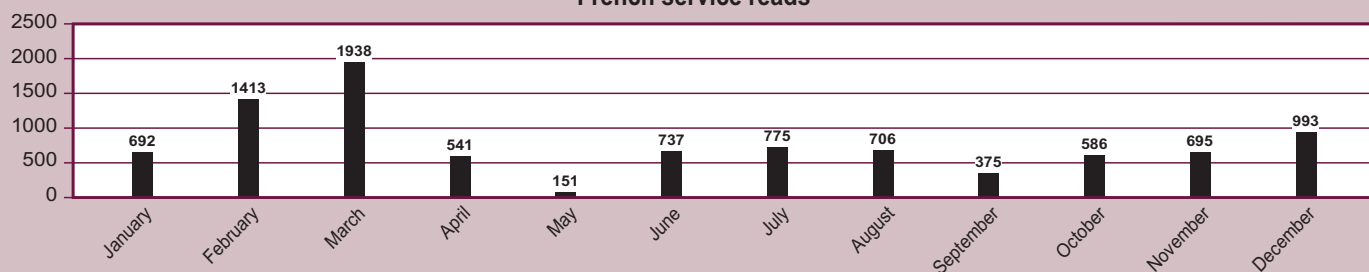
In certain parts of the world inequity in political relationship means authoritarianism and autocracy and inequity in economic relationship means exploitation and spoliation but for just rulers inequity in either relationship and, what is more, has a particular acumen and aptitude which discerns and distinguishes the right from the wrong.

Our nation is built with the solid rock of multi-religious, multi-confessional, multi-linguistic and multi-cultural component. It is known as a "Nation Arc-en-Ciel". History bears witness how our ancestors worked hard to gather appropriate materials to lay the foundation of a nation which can be compared to a lighthouse which guides sailors towards their respective destination. Many great nations have borrowed the finest cut in remodeling the life of their people based on our pattern of living. We cannot realize the importance of our standard of life brought forward by our forefathers, with conventional mind and thought. We should go through history to gather every component of our social, religious, ethnic, moral, economic, political and legal structure and analyze deeply in the laboratory of the inspiring guidance of those people who paved the best way for us.

gave me the confidence to denounce inequalities against women. This is why I work in collaboration with GL to publish their articles. Knowing more about gender has strengthened me and my work.

Service, which was a regular publisher of the French articles shut down its French service due to economic problems. Two new online outlets for the French articles are *Gasypress.com* from Madagascar and *Diva*, a blog from a former contributor in DRC.

French service reads

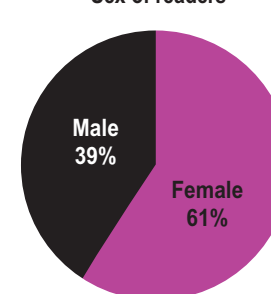


The French service garnered a total of 9602 reads on the GL website in the period reviewed. Like the English service, the highest number of reads (1938) took place in March - the month of the global CSW meeting. French articles prompted over 400 Facebook Likes. Much like the English Service, the primary reasons for viewing the articles is for personal use, research and training material. The majority of readers are based in the DRC, followed by Madagascar and Mauritius.

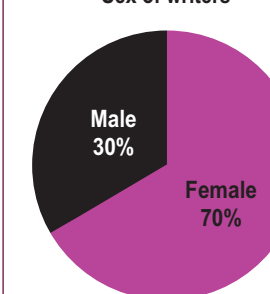
It is also very encouraging to note that there is greater parity between male and female readers than the English service with 40% men and 60% women readers. The French service also has slightly better gender balance than the English service within its cadre of writers (30% men and 70% women). The service had 11 new female and two new male contributors. Thirty-six contributors came

from Mauritius, 29 from the Democratic Republic of Congo and 23 from Madagascar. The 13 stories emanating from South Africa and the two from Swaziland were translations from English to French.

Sex of readers

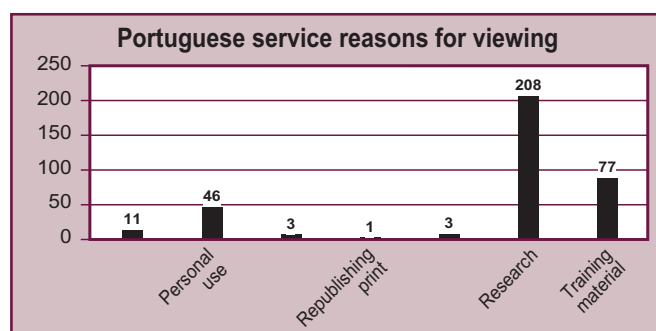


Sex of writers

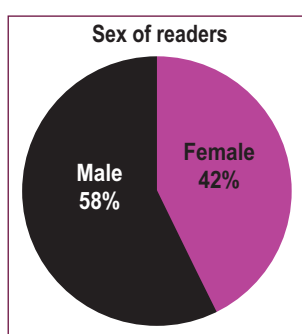


The Portuguese Service

The floods in Mozambique in early 2011 and GL's new cross cutting area, gender and climate change, gave impetus to the launch of the Lusophone service on March 2011. It has been an up and down road for the Portuguese service. In its second year of existence in 2012, the service did quite well producing a number of stories, many on climate change, but republishing remains a challenge because the country only has a handful of daily newspapers, and two well-respected weekly newspapers. In this small market, there is competition when it comes to republishing, with media houses demanding exclusive rights to the content. The service is still struggling to break into the broader Lusophone market. Almost all readers at present reside in Mozambique.



As seen from the graphs drawn from the voluntary *Reasons for Viewing* form, articles are primarily used by readers for research and training material. This is particularly positive and constructive usage, considering for the French and English services, the primary reason for viewing is personal use. A positive finding is that unlike the other services men (58%) constitute the majority of readers.



In 2013, the service faced human resource challenges that resulted in only minimum targets being met, and insufficient energies on increasing republishing through more multi media platforms. This is set to change in 2014, following the hiring of a dynamic Lusophone director and a new editor for the service. The Portuguese service has also embarked on a special series on gender in Mozambique in an attempt to reinvigorate the service and to re-inspire writers and radio journalists to contribute to a communication for change in the country. With this new inspiration, the GLNS still hopes to reach the goal of expanding the service to Angola, Brazil and Cape Verde. With the GLNS having broadened its platform to include news and opinion in visual, audio and written formats, this goal seems more achievable.

Special series

In addition to the GLNS's on-going production and dissemination, the GLNS offers a number of special series



GL Anglophone and Francophone editors Katherine Robinson and Marie Annick Savripene stand outside the UN buildings in New York during CSW58.

Photo Gender Links

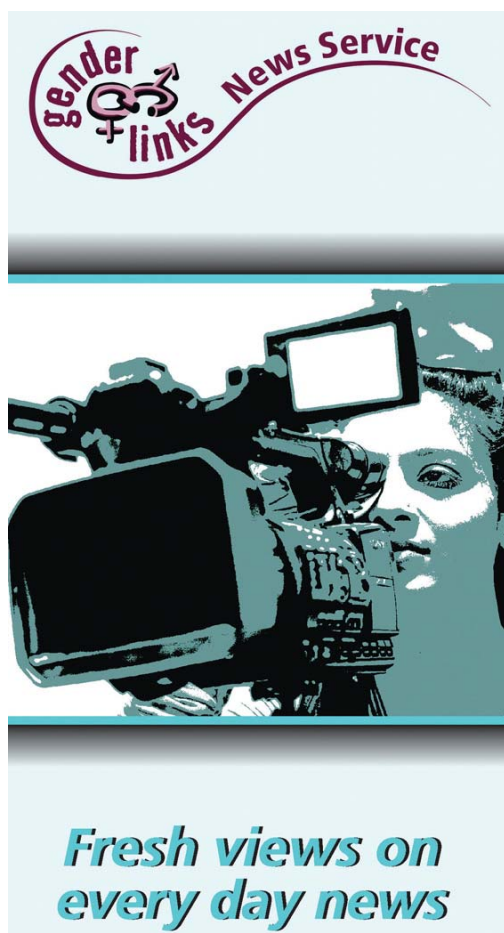
providing coverage of important dates and events throughout the year. GL attends and participates in the annual United Nations Commission on the Status of Women (CSW) held in New York, where the GLNS covered the events in an online daily e-Newsletter providing news and opinion in French, Portuguese and English. This year in 2014, the CSW coverage had a much greater audio-visual element, providing something new and fresh, enabling the audience a more tangible interaction with CSW58 events and participants.

During April and May, working with student journalists from across the region and assistant editor Ruth Ayisi, the GLNS produced 13 colourful, four-page supplements, which provided extensive coverage of the national and regional SADC Gender Protocol@Work Summits. The supplements were a hit at the regional summit awards held in Johannesburg and were testament to the great work being done by GL, the SADC Gender Alliance and the GLNS.

For the first time, the GLNS hosted the *Phenomenal Fathers* special series during the month of June that celebrated active fathers and men who stand as role models for achieving gender equality. The pieces also looked at men and boy's responsibility in ending gender based violence. The stories were republished widely and it was a very popular series.

During Women's Month in August GLNS produced a special series - *Phenomenal Women* which celebrated women's month also focussing on women's issues and how far society has come in achieving gender equality. The series was quite a success with a number of contributions paying tribute to mothers and women, however the service aims to do something new in 2014 as republishing was not as high as the year before.

In 2013, the SADC Heads of State Summit took place in Lilongwe Malawi. In the run up to this annual gathering, GLNS provided extensive coverage of the parallel meetings relating to topical gender issues. The GLNS worked with student journalists to produce a fantastic hard copy supplement that was published in *The Nation*, a popular weekly newspaper in Malawi.



Each year a series of opinion, commentary and news is produced for the Sixteen Days of Activism against gender violence running from 25 November (International Day of No Violence Against Women) to 10 December (Human Rights Day). GLNS published themed stories and "I" Stories every week-day during the period in both English and French. The series was a great success in 2013 and saw a lot of republishing. The articles also garnered increased attention from media houses, inspiring radio stations to call GL and writers for interviews and panel discussions regarding their articles.

The first ever Global Forum on Media and Gender (GFMG), held in Bangkok coincided with Sixteen Days of Activism, which kicked off on 2 to 4 December with speakers calling on all partners to combine efforts in promoting gender equality in and through the media. The United Nations Educational and Scientific Organisation (UNESCO) organised this conference in partnership with the World Association of Christian Communication (WACC), UN Women, Doha Centre for Media Freedom, IREX, Aljazeera and Panos Institute Southern Africa. GL coordinated input from the Africa regional caucus. During the conference, the GL team provided daily coverage of the event in both written and audio-visual formats.



Audio and visual productions

As part of its goals for 2013, the GLNS witnessed considerable growth in audio and visual content and this multimedia aspect of the service is still in very positive growth. Most of the audio and visual published and disseminated have been primarily in-house productions, though there have also been a few commissioned and contributed pieces. GL produced 15 in-house productions in 2013, including ten Centres of Excellence profiles. These document the GL's outreach work with government councils and media houses across the region.

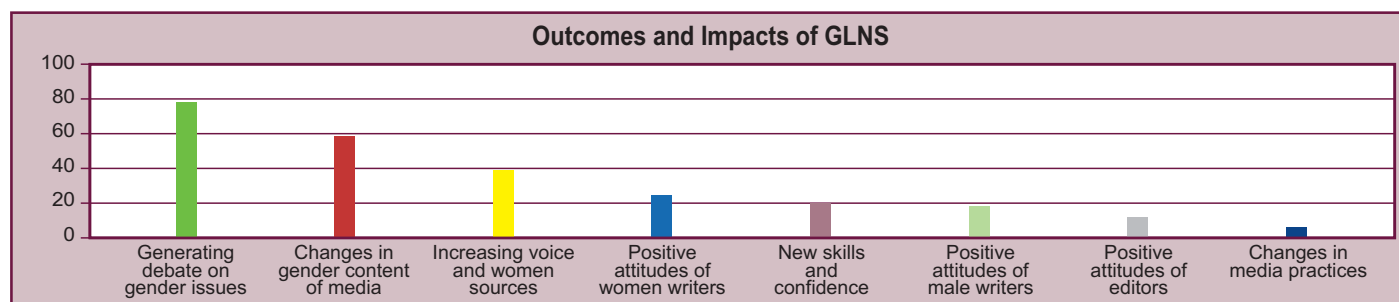
GLNS also commissioned Rhodes University students to produce audio visual interviews with some well-known gender activists and commentators like Silvia Federici from Italy, Catherine Burns and Eusebius Mckaiser from South Africa, some of which were rebroadcasted by a community TV station in Cape Town. The biggest achievement for audio visual was the co-production of a documentary on witchcraft accusations and witch hunts in Limpopo as a form of gender-based violence. The documentary produced by GL and Black Earth Studios was aired by the South African Broadcasting Corporation's investigative series - *Special Assignment* on Women's Day in 2013. Busisiwe Ntuli from the SABC had this to say to GL Communications Manager: "Thank you for providing us with the documentary and your efforts in ensuring that it was ready for broadcast. The programme went well and I received very positive feedback from our viewers. Please also thank the production staff that worked on the documentary on our behalf, their commitment in also ensuring that we meet the deadline was commendable."



GL Botswana Program Assistant Vincent Galathwe filming during a workshop in Botswana.
Photo: Keyabonye Ntsabane

Social media

GL and the GLNS social media presence continues to grow exponentially and remains both a popular and very important platform for interaction, awareness creation and dissemination of content produced. On average, GL on both Facebook and Twitter, garners at least 55 new followers per month. In the year 2013, GL's followers increased by almost 600 new followers. The GL posts on Facebook and Twitter has helped popularise and increase new and sustained visits to the GL website.



An evaluation of the service as part of the close out of the Hivos grant that has been instrumental in supporting the service up until now shows the most significant outcomes as generating debate on gender issues and the most significant changes or impacts as changes in the gender content of mainstream media, increase in women voices and sources and positive attitudes of women writers. The graph also indicates that other changes include acquisition of new skills and self-confidence by both female and male writers, positive attitudes of male writers and editors in mainstream media and changes in media practices.

The primary purpose of the GLNS is to encourage a communication for change by putting gender issues on the agenda, generating debate and shifting people's mind-sets in the hope to inspire change and give rise to tangible impacts on society and its citizens. As much as quantitative monitoring and evaluating of readership, usage and reception is key to understanding the power of the GLNS, a compilation of qualitative information goes further in elucidating the real impact GLNS has had not only on its contributors but also its audience, diverse movements and ultimately entire communities.

"It also opened space for sexual minorities and homophobia. There are many issues with human rights. This has nothing to do with condoning homosexuality. Homosexuals are people are church members and they deserve treatment. No one has been able to stand up and say homosexuals have a right to be arrested without being harassed, to be tried in court using due process, to be incarcerated if they go to jail without being abused. We are still a long way to go."

(Rev. Fr. William Guru, GLNS Service Writer, Zimbabwe).

"We do get a lot of feedback on our papers. I remember an example when one of the reporters wrote an article about a man abused by his wife, the title of the story was that men too are victims. The kind of feedback we got showed that it touched many people's lives where people came up with further testimonies. For us it is enlightening and you feel that you need to probe further when you get a lot of comments on an article so that you can bring up the perspectives. Many people starting reporting cases of abuse. We had men calling in saying that women are abusing men."

(Moreblessings Muzangunye, the Zimbabwean Newspaper)

Dyson Mthawanji's article titled *Child labour and child marriage perpetuate gender inequality*, critiqued customary practices that hinder women's rights and equality. Published on the International Day Against Child Labour, the article drew links between the child labour and the on-going challenge of child marriage in Malawi where a number of NGOs in Malawi were trying to create awareness about

child marriage, in an effort raise the legal age of marriage from 15 to 18 years old and to put an end to the oppressive practice. Media outlets republished the piece 17 times, including by two Malawian newspapers and one South African Magazine. Writing the article also broadened the journalists' horizons, as reflected below:

Creating awareness through writing

Dyson Mthawanji



"In writing this piece, I discovered that I should use my journalism career to educate people and promote the rights of the girl child. The article was published many times because child labour and early marriage are two big problems in Malawi. Many girls

(60%) are in early marriages. This means the future of these girls is doomed and they cannot productively contribute to the economy of Malawi.

At my university campus, many fellow students said they were not aware of how serious the problem of child labour and early marriage is in Malawi, until they read my article published in The Daily Times. One of my peers even came up to me and said that after reading the article he realised that there is need for all Malawians to join hands and ensure young married girls go back to school. I also received

phone calls from people across Malawi appreciating and critiquing my article, after reading it in the Weekend Times.

I thank Gender Links for the platform because it is where I am sure I will keep on improving my profession. My tour

in the Chitera area while writing the story also improved my interviewing skills. The training at the summit was also very fruitful and has enlightened me and helped develop my writing."

Although the GLNS places special emphasis on women's rights and gender issues, the GLSN team acknowledge that gender intersects with multiple aspects of people's identities and in turn, the many different interconnected struggles people simultaneously face due to their race, sexuality, class and ability. Thus, when discussing issues of gender it is important that it is examined together with other forms of inequality.

During Sixteen Days of Activism, for the International Day of the Disabled, Gaby Sanchez wrote a piece called

Collaboration is crucial to address GBV and disability. In the piece she looks at the intersection of disability and gender, and how women who are disabled are more vulnerable to gender based violence, bearing a double burden of contending with gender inequality but also a society that systematically excludes people who are 'disabled' in different ways. She contended that it is in fact society that is disabled. Her article was republished a number of times including the Lesotho Times and a popular South African radio station.

The multiple burden of vulnerability

By Gaby Sanchez



"The opportunity to express views on the connectedness of disability and gender rights is one I always appreciate as these issues are not only neglected by mainstream media, but also within disability rights sectors. Within the disability community, gender rights advocacy is often drowned out by

cries for equal economic participation, and women and girls with disabilities have to bear the multiple burden of vulnerability in South Africa often behind closed doors.

The most rewarding result was Power FM invited me to speak on air for about 30 minutes and enabled me as an activist and professional working in the gender and disability sectors to reach more people. This was a great opportunity to educate and dismantle stigma surrounding disability and gender based violence. The experience of writing for and being part of the Gender Links Sixteen Days of Activism campaign was incredibly enriching."

In another piece that looked at the intersection of gender, sexuality, race and the multiple burdens that women bear, Kerry Nel wrote a Human Rights Day piece: *The inhumanity of dividing identities*, which looked at the nuances of gender, within the context of Israeli Apartheid Week campaigns that took place across South Africa and the globe.

Muhammed Desai of Boycott, Divestment and Sanctions (BDS) was pleasantly surprised to find the article online and republished it on BDS website. He explained that this article reminded activists within the BDS movement that the struggle for women and gay rights is fundamentally part of struggle for human rights.

"An injury to one is an injury to all"

By Muhammed Desai



The Palestinian struggle in general and the Boycott Divestment and Sanctions campaign in particular are fast becoming one of the most active international human rights issues of our time - competing, for example, with the anti-apartheid movement of the 1980s. In South Africa, we witnessed this energy of

the Palestine solidarity movement during the month of March with the Israeli Apartheid Week initiative. So, the article was relevant and topical, but went further to challenge people.

For example, in the Palestine solidarity movement people who have rightly been focusing on the violations of human rights by the Israeli regime towards the indigenous Palestinians were now pushed by the article to consider whether their solidarity with women and/or queer people (two other oppressed peoples) as a logical extension of their solidarity with the Palestinians. Such articles, campaigns, actions and protests that are inter-connected reinforce the very principles upon which our social-justice activism is rooted, and that, I think, is best captured in the slogan "an injury to one is an injury to all".

The article was shared on social media by numerous local organizations and several activists had made enquiries about the article. I'm sure it was discussed as robustly in queer and gender circles as well!

Learning curves and giant footprints

The GLNS also aims to train, build capacity and mentor aspiring journalists and writers to not only become better reporters but media producers who are balanced, ethical and gender aware. The editors provide guidance and insight to all contributors to ensure all content produced is of a high ethical standard and interrogates and comments of social issues in interesting, inclusive and nuanced ways.

Promoting individual and social change

By Gogontlejang Phaladi



GG Phaladi - activist and driver of change.

"I was overwhelmed with excitement when I went online to see the first article I had ever written published in my words and my voice, for the whole world to see! Most importantly, this gave me a lot of confidence to write more for GL.

It took me several days to write my next story about how the Bokaa Police

Station did not allow women wearing pants to enter the station because the Chief's Kgotla was on the same property. My hope was to see the eradication of some aspects of the customary laws and cultural practices that marginalise and discriminate against women and girls.

Gogontlejang Phaladi, a young activist and driver of change from Botswana, attended the 2013 SADC Gender Protocol@Work Summit in Johannesburg, including a GLNS workshop. Editor, Katherine Robinson approached Phaladi and encouraged her to start contributing to the service. After writing her first piece, she grew confident in her writing ability and started writing more for GLNS, which led not only to her growth as a writer, but one of her articles had a powerful impact on her community and beyond.

It was an eye opener for the government because they were unaware of this unjust cultural practice that hindered women's access to the local police station. I was greatly humbled that the Government of Botswana re-posted my article on their official Facebook page. After reading the article, the Bokaa Chief called a Kgotla meeting and urged the villagers to start making preparations to move his office from the same compound as the Police Post so that customary practices do not hinder access. At the end of 2013, the United Nations gave the Botswana Government a deadline to eradicate all aspects of the customary laws that are unjust to women.

I was also interviewed on a live BBC World Radio show about my article and BBC World Radio-Africa requested that I be a panellist on debate session that was to be held in Botswana focusing on inheritance laws that make women second-class citizens. I would like to thank Kath for her guidance and especially for believing in me! Thank you Gender Links for giving me this exceptional platform."

The collection of reflections by GLNS writers below is a testament to learning-on-the job through the service, as well as paradigm shifts in the way these media practi-

tioners see gender issues. This in turn influences the way they see the world, and the way they practise their craft.



"Since my second training with GL, I made gender issues my battle. Being a journalist, I decided that the press has a big role to play in challenging stereotypes. I want to make people open their eyes and understand that there is something wrong in that way of thinking and behaving. Now that I am gender aware, it is visible in

my writings. I do not stay neutral anymore. For me, it is more than just telling facts. I go beyond that because real problems often hide behind curtains that nobody wants to draw."

- Laura Samoisi, Mauritius

"Dear Katherine, Thank you very much. Trust me, your words have energised me and what you have raised will be reflected in my next article. You can expect the best."

- Daud Kayisi, Malawi

"Hi Katherine, the article is great and we are happy with you sending it out. To be honest, on a professional level it is hard for us to take all the credit though. We do see how we contributed to the article, I'm sure I speak on Themba's behalf as well as my mine when I say it was quite a fulfilling journey, and that we also look forward to working with you." - Kgosi Motsoane, South Africa

"Hi Katherine, the story reads so well after your panel beating. I really enjoyed reading it. Your hand in editing gives me a learning platform all the time because I learn new things in as far as writing career is concerned. Thanks very much for that." - Dorcas Mhungu, Namibia

"Hi Katherine, I must say you are a wonderful editor. My kind of editor. Thanks Katherine for the opportunity. I am pleased."

- Natalia Molebatsi, South Africa

"I attended a GL training workshop on gender issues in Madagascar. At that time, I was a journalist at l'express de Madagascar. A year later when GL started the French service, I was invited to Johannesburg for follow up training and since then, I have been collaborating with GL. I feel that my quest for gender equality has deepened and writing for GL has broadened my knowledge about Madagascar and the region. Due to my regular articles, many organisations consider me a gender expert and am often quoted. Thanks to GL, I am linked to many networks working for gender. Gender is now part of my life."

- Fanja Razafimahatratra, Madagascar



"Dear Katherine, I write to thank you for the training on Opinion and Commentary Writing which you offered to me and others during the SADC Gender Protocol Summit 2013 in Johannesburg - South Africa. The training was very fruitful to me, as it has enlightened me in as far as writing is concerned. The knowledge I have acquired from the training has helped me with skills which have enabled me to start a weekly opinion column at my college campus back home. My opinion column aims at campaigning for gender equality among the students community. The column will be pasted on the notice boards around the campus and will encourage female students to contest in different positions of the clubs and students organisations that are at my college"

- Dyson Mthawanji, Malawi

Challenges

- Getting well-written, timely, newsy and thought-provoking articles. Although the service has increased the numbers of new and expert contributors, retaining regular writers who contribute on an on-going basis remains a challenge. Writers also place priority on payment for contributions.
- Getting more media outlets to pick up stories especially hard copy newspapers.
- Getting audio and visual contributions from the region and having radio and television to rebroadcast the content. However, online platforms had re-used our audio-visual content.
- The Portuguese Service needs to be reinvigorated but also needs to tap into the great potential of expanding to Angola and other Portuguese countries.
- Cost recovery remains a challenge as the media are not prepared to pay for the articles, in fact even in the DRC, the media ask to get paid for publishing articles.

Next steps

- **Push the multi-media strategy further:** GL should make the service multi-media, especially introducing radio and audio-visual components rather than focusing solely on print media. Currently the Service targets the audience with access to the internet and print media but the bulk of people in rural communities are more accessible via radio and in some cases television. GL has already piloted recording "I" stories on audio and shared with broadcasters. The communication team adds that it would like to start delving into animation and infographics to help visualise and popularise GL's work. The team also wants to further improve social media presence and ensure strategic social media campaigns to increase followers and online dissemination.
- **Revitalise the Portuguese Service** and reach out to other countries in the Lusophone countries.

- **Cost recovery:** GL should develop revenue generation strategies to make the Service sustainable. GL implement the outcome of their survey of editors on developing income strategies for the service. The GLNS should produce compelling articles that are news and issue-driven and styled in a way that attracts a broad audience. The GL editors for the Service should encourage and guide writers to come up with provocative pieces to demystify the myths that gender does not sell. Media houses are profit driven and want to make profits from sale of their newspapers. Ensure CAT DV and Photo shop are efficient and functioning in order to recover costs, as selling audio-visual content could be especially lucrative.
- **Improve marketing strategy:** GL should improve the marketing of the opinion pieces in order to increase the rate of usage per article. The following excerpt from the interview with one GL staff elaborates this point clearly, "We as GL need to put our articles out more and not just with the GL website. I think we could email a story a day to SABC or whoever is dealing with current affairs. Perhaps we could reach out more by emailing articles to newsroom. The big mistake is that we assume that people know what GL is and that people have access to the internet." (Nomthandazo Mankazana, GL headquarters).
- **Monitoring qualitative impacts:** GL should document the experiences of writers and change in perceptions of opinion editors in newsrooms to capture the qualitative impacts of the Service. The online tracking system introduced in January 2007 is a useful tool generates quantitative data on how the service is being used. This should be augmented with qualitative data measuring changes in individuals and institutions.
- **Revitalise the media student internship programme:** Kick start an internship programme for student multimedia journalists in the hope to build a fully-fledged GL newsroom that produces higher quality multimedia content on a more consistent and regular basis.

The Gender and Media Diversity Centre

By Tarisai Nyamweda ~ GMDC Coordinator

FACT FILE

Programme	GMDC														
Sub programmes	<ul style="list-style-type: none">Gender In Media Education (GIME)GMDC Governance														
No of events during the year	Country	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No	1	1			2		2		5	1	1	1	1	15
No of participants	MALE				FEMALE						TOTAL				
	107				199						306				
How rated by partners in evaluation - average scores	Content	Design	Documen- tation	Facilitation	Group work		Output	Outcome	Learning	Networking	Admin	Overall			
	84%	82%	81%	88%	90%		78%	79%	88%	83%	90%	87%			
Outputs	Reports			Action Plans			Books		DVDs		Pamphlets/posters				
	16														
Outreach	Website hits		Contacts generated		Media mentions		Other events attended		No of MOUs with partners						
	3169						1								
Outcomes summarise	<ul style="list-style-type: none">Journalism and media studies students who can write publishable articles through their contribution to summit newspapers.Creating a platform for institutions of higher learning to share best practices, learn from each other's experiences and find solutions to challenges during the Regional SADC Protocol@Work Summit.A better understanding on how to cover Gender Based Violence and HIV and AIDS related topics through training workshops conducted during 16 Days of Activism.Strengthened relationships between journalism and media training institutions and Gender and Media (GEM) networks to revive the gender and media movement in SADC.Sustainable approaches of mainstreaming gender into journalism and media curriculum through the GIME Centre of Excellence process (COE).														
Main risks	<ul style="list-style-type: none">Funding for GMDC activities.														
Lessons															
Innovation	<ul style="list-style-type: none">GIME COE process which is a more sustained and holistic approach to help bring change in journalism and media studies training.Recruiting journalism and media studies students to cover the individual country summits and the Regional summit.														
Budget															
How VFM is being realised	<ul style="list-style-type: none">Smart partnerships with journalism and media training institutions.Piggybacking on Media COE activities during 16 Days of Activism activities in 2013.														

GMDC Advisory group as at December 2013			
COUNTRY	ACADEMIC INSTITUTION	GENDER AND MEDIA NETWORKS	MEDIA NGOs
Botswana	University of Botswana	Botswana Media Women's Association (BOMWA)	
DRC		Union Congolaise des Femmes des Médias (UCOFEM)	
Kenya			African Woman and Child Feature Service
Lesotho			
Mauritius		Mauritius Media Watch Organisation - GEMSA (MWO-GEMSA)	
Madagascar	University of Antananarivo	Fédération pour la Promotion Féminine et Infantile (FPPE)	
Malawi	Malawi Institute of Journalism		
Mozambique	Eduardo Mondlane University		
Namibia	Polytechnic of Namibia		
Seychelles		Gender and Media Plus (GEM Plus)	
South Africa	University of Limpopo		
Tanzania		Gender and Media Southern Africa - Tanzania (GEMSA Tanzania)	
USA			International Women's Media Foundation
Zambia	Zambian Institute of Mass Communication (ZAMCOM)	Gender and Media Southern Africa - Zambia (GEMSA Zambia)	
Zimbabwe	National University of Science and Technology		African Fathers Initiative



Synopsis

This report highlights the key activities of the Gender and Media Diversity Centre (GMDC) over the past year. March 2014 marks the sixth year of the GMDCs existence. It continues to be a strong coalition of gender and media institutions; gender activists; media activists; media academics; journalists; media students; the media; national, regional and international organisations. The GMDC, which is also a knowledge hub, seeks to coordinate debate and dialogue on key gender and media issues in the Southern African Development Community (SADC) and beyond. It aims to create a diverse, responsive media and critical citizenry that are able to hold the media accountable. The GMDC does this through three strategies: knowledge creation and dissemination; investing in future media producers and through public debates on issues of gender, media and diversity.

As it works to reposition itself, the GMDC has become an integral part of the overarching GL media programme with its longstanding relationship with journalism and media training institutions.

Background

The GMDC is a GL partnership project officially launched in 2008. It is a physical and virtual resource centre that seeks to collect gender and diversity information, connect with its target and collaborate with like-minded organisations to ensure that its unique resources are popularised.

The GMDC aims to create “a more representative, responsive and professional media as well as citizens, women and men, who are empowered to critically engage with developmental issues.” This vision is achieved through the creation, collection, connection and dissemination of existing knowledge and resources, as well as collaborating on new research and exchanges.

Since its establishment, the institution has conducted seminars on gender, media and diversity in SADC. These seminars include notably gender and leadership debates in the run-up to elections in seven SADC countries, gender and xenophobia; access to information; mainstreaming or male streaming and sexual harassment seminars.

The GMDC has also worked to empower citizens to engage critically with the media through its Media Literacy training

programme. The institution has also extended this programme to Journalism and Media training institutions. In 2009/2010, the GMDC conducted the Gender in Media Education (GIME) audit. This study showed that 28% of the institutions sampled in the region had stand-alone gender policies. Males comprise the majority of the academic staff but females are the majority of students. In addition, journalism and media studies students receive limited theoretical grounding in gender.

It is against this backdrop that the GMDC, working in close collaboration with Gender Links, is rolling out the Centres of Excellence (COEs) for gender in journalism and media education. The GMDC plans to work with at least seven training institutions on a holistic gender mainstreaming package.

Objectives

- To promote more critical , analytical, diverse and gender aware journalism cadres.
- Promote and steer debate and dialogue on fundamental gender and media issues arising in the region.
- To contribute to more gender aware and sensitive journalism and media training institutions through rolling out the COE project to institutions of higher learning.
- Provide resources that make the relevant links between media theory and practice.
- Revive the gender and media movement in Southern Africa.
- To build the capacity of journalism and media studies students and media educators to engage critically with media texts both at production and consumption level.
- Contribute to the strengthening of the Global Alliance on Media and Gender (GAMAG).
- Develop north-south and institutional partnerships with strategic organisations to help strengthen the work of the GMDC.

Delivery - activities and inputs

The GMDC conducted a number of activities in 2013-2014. These aimed to build the capacity of citizens to engage on issues of media and gender as well as strengthening the relationship with media training institutions.

Summit



Thomas Nkanga and Bridget Muvinda Zamcom media students covering the Zambia Gender Protocol Summit, Lusaka Zambia.
Photo: Cynthia Kaliznje

The GMDC provided journalism and media students' practical training opportunities, through the internship programme as well as producing supplements at the 2013 country and regional SADC Gender Protocol summits. This has empowered over 100 young media practitioners to report from a gender perspective.

GL and the GMDC produced thirteen editions of the summit newspapers with all the stories written by student

journalists based on the summits and the presentations thereof. The student journalists came from institutions that the GMDC has been working with in Botswana, DRC, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Swaziland, Tanzania, Zambia and Zimbabwe.

One of these young journalists shares how this experience has opened up his eyes and empowered him to write through a gender lens.

Learning by doing: Melkhizedeck Karol

Melkhizedeck Karol is a BA Journalism student at the University of Dar es Salaam, School of Journalism and Mass Communication. He has this to say about covering the first ever Tanzania SADC Gender protocol summit and the 2013 Regional summit:

I am a third year Bachelor of Journalism student specializing in public relations, mass communication and journalism. I took gender and media for one semester in my second year of study. Although we had some basic understanding of gender, we didn't know about being gender blind. I experienced challenges especially when we were asked to write about our general perspectives on gender.

However there were learning opportunities in the course as well as we got to engage with gender and media research in Tanzania. For example, a research study conducted by the Media Council of Tanzania on the issue of gender and the media showed that men dominate the media in Tanzania.

In March 2013, I got the opportunity to be part of the media team at the Tanzania SADC Summit. Before then I had not written seriously on gender issues. The support and guidance rendered by the Gender Links team and our lecturer Prof Eno Akpabio proved very valuable. I learnt

a lot during this practical training opportunity.

I wrote a story that was published in the newspaper for the national summit. Capacity building is important. Gender Links has contributed to the incorporation of gender in our curriculum. The students' knowledge about what gender is about will help them write good stories.



Melkhizedeck Karol, student at School of Journalism and Mass Communication at University of Dar es Salaam, Tanzania speaking at a Reporting GBV workshop in Tanzania. Photo: Gladness Munuo

At the summit, each student was asked to write two stories. There were five of us present and we made sure that we discussed story ideas among ourselves before writing to ensure that a diversity of issues was covered and to avoid duplication. We therefore had editorial meetings just like any media team would. At the end of summit, I was chosen to participate in the regional summit in South Africa.

One of the benefits of attending this regional summit is the diversity and experiences on gender issues from other countries. It gives a broader understanding of gender issues. Now when I write stories I am able to make comparisons across countries.

Peer learning for trainers

The SADC Protocol Summits also provided an opportunity for journalism and media trainers to facilitate knowledge sharing and exchange. Seven journalism and media training institutions responded to the call to make presentations at the 2013 SADC Gender Summit. They came together to showcase progress in mainstreaming gender in their

institutions. This has helped facilitate peer learning and sharing ideas on gender mainstreaming. Case studies shared include curriculum review media literacy training as well as community outreach programmes. Durban University of Technology (DUT) emerged as the winner while Malawi Polytechnic was the runner up in the GIME category.

Championing gender mainstreaming at Malawi Polytechnic

At the Malawi Polytechnic, gender is being effectively mainstreamed into journalism education. They use the strategic plan as a tool to help them mainstream gender in their training. It emphasises that gender will be mainstreamed in all activities of the Polytechnic. Conditions of service spell out that no one is supposed to be discriminated with regard to their sex. On the part of the students there are rules and regulations and they are guided by a statement on sexual harassment.



Francis Chikunkuzeni, gender champion at the Malawi Polytechnic.

They incorporate gender into the curricula using the lecturer as an empowerment tool. Lecturers were trained and course outlines were changed to reflect gender sensitivity. It now specifically shows an outline of women and gender issues. The way students are examined has also changed. Questions on gender are integrated into compulsory exam sections. Students also have a resource centre at the institutions library that specifically has material on gender and the media.

GMDC advisory group meeting

The GMDC held its twelfth advisory group meeting in October 2013. Amongst other things, participants at the meeting put forward ideas on how the GMDC can reinforce its partnerships that exist with media training institutions and Gender and Media Networks (GEM) in the region. They suggested how they could also look further to establish which institutions could possibly be interested in mainstreaming gender into their work. In the coming year the GMDC will approach more institutions to be part of its alliance.

Representatives from the GEM networks attending the meeting discussed ways of reviving gender and media activism in Botswana, DRC, Madagascar, Mauritius, Seychelles, Swaziland, Tanzania and Zambia. These two core groups that form the GMDC advisory group planned and implemented Sixteen Days of Activism activities together in November 2013.

In addition, the GMDC also used the meeting to consult and harness the wealth of knowledge and expertise that resides within the GMDC advisory group and membership to contribute to the Global Forum on Media and Gender agenda. They contributed their ideas on what the global high level caucuses should cover as well as the roles and constitution of the major outcome of the forum which is the Global Alliance on Gender and Media (GAMAG).

The meeting agreed that the GMDC is best suited to be the hub for coordinating the GAMAG in the Africa Region. This is because it already exists as an alliance that can connect, collect and collaborate on gender and media activities in the region by bringing together media stakeholders.

In total, 28 participants attended the meeting, 18 female and 10 male participants. The next GMDC Advisory Group meeting will be in May 2014 during the SADC Gender Protocol Summit. This meeting will discuss the processes for establishing the GIME COEs as well as forward processes with the GMDC.



Madikana Matjila, Assistant lecturer at the University of Limpopo presenting on Gender in Media Education proposed COE process in Johannesburg, South Africa.
Photo: Colleen Lowe Morna

During the year under review no new MOUS were signed however the GMDC efforts to follow up with institutions which do not have MOUs or which have not been attending

to try and get them on board to qualify for membership into the advisory group were underway.

Seminars



Pat Made, middle, a gender and media trainer, speaking at a GMDC Seminar Making Every Voice Count a 360 approach, Johannesburg, South Africa.
Photo: Gender Links

The GMDC and GL hosted one seminar on gender and media in SADC in 2013. The seminar took place under the banner: Making Every Voice Count a 360 degree approach to gender and media in SADC. This seminar sought to formulate a regional position on gender and media ahead of the UNESCO coordinated GFMG that resulted in the formation of a GAMAG. It also was an opportunity to consult stakeholders on key gender and media issues arising in the region. A total of 15 female and 10 male participants took part in these discussions.

Training media students

Over the year, the GMDC offered training to students in the different institutions of higher learning it is working with. Students received training on how to write gender sensitive articles in all areas of development. This opinion and commentary writing workshop took place at the end of the Regional summit in April 2013.

In Mozambique, students from A Escola de Comunicação e Artes (ECA), at the University of Eduardo Mondlane trained on "I" story writing. The main focus in this training was angling and ethical issues around writing about sensitive issues such as GBV and HIV and AIDS. In addition, the GMDC collaborated with the GL Media programme to train media students and journalists on how to report on GBV as we approached the 16 Days of Activism. This training with students happened in South Africa, Swaziland, Malawi, Tanzania, Zambia and Zimbabwe. Tanzania and Zimbabwe also covered training on reporting HIV and AIDS. The training resulted in students taking part in field trips to cover stories on GBV and HIV and AIDS in different localities.

Gender and Media Diversity Journal

The Gender and Media Diversity Journal (GMDJ) is one of the major outputs of the GMDC. It is a bi-annual physical resource that puts together a vast array of information from gender activists, media activists, academics, civil society organisations, researchers and students from all over Africa and beyond. Over the years, it has grown to be a space of publicising public opinion; debate; policy developments; research findings on media diversity, media developments and practice.

The latest GMDJ Issue 11 takes a different turn. Though not deviating from its traditional role of disseminating case studies and campaigns it does not focus solely on the media. The GMDJ Issue 11 is a collation of case studies from the SADC Protocol@Work Summit. It highlights the variety of initiatives; target groups; diverse contexts and different approaches used in the region to mainstream gender by government ministries; organisations and individuals.

These case studies align to the 28 targets of the protocol. The overall aims discussed include service delivery; capacity building; women's empowerment; promotion of accountability; changing attitudes and behaviour and improving policy, legislation, constitutional rights and governance. This journal will be widely distributed during the upcoming Regional SADC Gender Protocol Work: "50/50 by 2015 and a strong post 2015 agenda."

Outputs

- 13 SADC Protocol@Work Summit newspapers.
- Gender and Media Diversity Journal Issue 11.
- GIME Analysis paper.
- GBV and HIV and AIDS training workshops: 7 countries.
- Recommendations on the formation of the Global Alliance on Media and Gender (GAMG).
- Press Release *Gender and media activists call for strong global alliance.*
- 16 workshop reports.

Outcomes - results

Ensuring gender is mainstreamed in all information, communication and media policies, programmes, laws and training in accordance with the Protocol: Through the production of summit newspapers and the training workshops held over the year the GMDC has been able to contribute to having future journalists who are gender aware and sensitive.

A vibrant gender and media movement: There has been increased dialogue on gender in media in SADC as we brought together, gender activists, media activists, civil society and academics academics.

Sustained relations: The GMDC has been in existence since 2008. Its linkages to its various members has given it the drive to go on with its work and venture into new projects like the GIME COE project which will kick off in 2014.

Contribution to Increasing Voice: The programme contributed to increased citizen's voice through partnership with the media both as a target and a tool, empowering survivors of gender based violence (GBV) to speak out. Gender Link's Gender and Media Baseline Study (GMBS) in 2003 revealed that women constituted only 17% of news sources. The Gender and Media Progress Study (GMPS) showed that women sources increased only by 2% to 19% in 2010.

Gender Links' "I" stories project contributed to increase in women sources through distributing the survivors own stories to the mainstream media and public forums through GL's Opinion and Commentary Service. In addition, GL contributed to increased voice of women through the media literacy training which targeted at the general public, local government, women in politics and schools with a range of communications skills including media monitoring, taking complaints and writing Opinion and Commentary pieces distributed to mainstream media.

- DFID Governance and Transparency
Fund Evaluation 2013



Ellas Tsamwa, journalism and media studies student at Malawi Polytechnic conducting an interview with Catherine Daudi resident of Chimombo village in Machinga, Malawi.
Photo: Kondwani Chamwala

Challenges

- The GMDC's main target group has been institutions of higher learning. Signing MOUs has continued to be a challenge and takes much time.
- The funding for the GMDC had been uncertain from March 2013. The extension of DFID PPA funding to 2016 has given a new lease of life to the GMDC. GL will now design a COE process for media education starting with the SADC Protocol@Work summit in 2014.

Next steps

- Approach more institutions to be part of the GMDC through signing MOUs.
- Review existing MOUs.
- Kick start the GIME COE process.
- Conduct survey on viability of GEM networks and NGOs it is in partnership with.
- Establish a working committee to help the coordinator come up with programmes of action and members of the committee to act as resource persons.
- Undertake seminars on key issues arising across the region e.g. elections; post 2015 agenda, harassment of women and female journalists online.
- Continue with its roll out of the internship programme.
- Mobilise financial resources for the GMDC.

Changes at the individual level

"I attended the media literacy training in Jan 2011. I am studying mass communication, which covers journalism, public relations, and communication. Our lecturer asked us to register for an event which was not well explained to us. At first we were reluctant to register because we were busy. About 21 students registered. We started the workshop on Monday for 2 weeks and we were only students. We were in first year at that time. We got assistance from 3 lecturers including the head of department and Saeanna. Surprisingly they asked what our expectations were for studying mass communication. One lady said she really didn't like mass communication at the time she applied. She didn't know what mass communication was but she just applied for the course. It was funny at that time and we were all surprised. We had 11-12 modules and out these each student was asked to write a project. We wrote the project.

On my side at first I did not understand the importance of gender equality, the whole idea of having men and women's opinions in the media. But the training opened our eyes somehow because we looked into different media and then decide how many men and women give their voices only to find out that that most of the people who speak or write were men. Long time ago it was said that men are business people. We also looked at our Lesotho media and the norms and stereotypes. We started to realize that we believed that only men had voices and what they said was representative. Most of the people speaking were men. Most of the people you find talking on business and politics you find on newspaper were men. Everyone who wrote a story was all about what men did. We looked at different radio stations in Lesotho and in South Africa. We looked at how many men and women give voices in the media. We found out that only men's voices were heard in the media. For example most of the people who called in a certain night show on People's Choice FM were men. 90% of times it's the men who gave their voices and in one way or the other the decisions that were taken were based on the opinions of men.

After the training we had a meeting as students and we planned to educate those who were coming after us and those ahead of us. We managed to have the first and second year students educated on concepts of watching the watch dogs. We talked with the students and I was asking questions on how they felt about gender in the media. We gave them our views on this matter. I am now in third year and I am scared for some of my friends. They feared to be part of the media. The media literacy really opened my eyes. At the moment I see progress because I see women in Lesotho being able to say what they want to

say. I also think that the training contributed a lot and it made me realize that it is important to have men and women in the media houses.



I covered the national summit and I had three or more articles published on Lesotho summit. We were five students covering the events in Lesotho and I was chosen as the best student to come to the regional summit to continue covering the regional summit. Ever since I came I haven't slept. I have been writing and taking photos. I really love media. I love media with all my heart. But this is the biggest opportunity ever. This is my first time participating in the regional summit.

I am starting to understand gender equality. At first I thought gender equality is about women wanting to take the power away from men but it is not so. It is about making the men and the whole world understand that women can also do it. Just give us a chance to make a difference. That is all we women are asking for. I started understanding this from the time I attended the media literacy workshop. After the workshop I started asking if the media of Lesotho is blind. But now I understand better the correlation between media and gender. Without us, and I mean women, there is no media. My belief is that we are media ourselves because wherever we are, we make news. It is high time men understood that media is not about only men doing this and that. We have women who are in politics and women who are in business. Women can also own businesses. We are not challenging men because we need each other. They cannot do it alone and we cannot do it alone."

- Mots'elisi Motseko, National University of Lesotho,
DFID GTF Evaluation 2013



Celebrating gender equality in Lesotho at the Southern Districts summit.

Photo: Ntolo Lekau

Gender Justice

By Linda Musariri ~ Senior Researcher and Advocacy Officer



Marching for gender justice in Botswana.

Photo: Vincent Galathwe



Valencia Mogegeh with Minister Batshu.

Photo: Vincent Galathwe

"The President has directed a broad-based approach to addressing GBV in the country. This includes the police, the prisons, magistrates, attorney general, health, education, traditional leaders, NGOs and faith-based organisations. Ministry of youth sports and culture who had hitherto not considered GBV their primary responsibility are now stakeholders. The biggest weights in terms of oppressive practices are culture-based. The chiefs have always not been part of the solution to GBV. The ministry of education and skills development is also on board. They have school-based councilors especially for orphans and vulnerable children. They are developing clusters to strengthen the referral systems. They trained teachers.

The law prohibits and punishes the defilement of girls below 16 years but the traditional system exonerates the culprits. This has to be mapped out and agreed by all systems - coded law or traditional laws. Engagement and enrolment of men is paramount. There is political will in Botswana to deal with GBV. We need to be strategic in dealing with the issue of GBV. We should not look for special money for GBV but mainstream GBV in all sectors. GBV is not to be seen as outside our work.

The police are driving the process of data capturing to profile the cases of GBV. Each police station has a trained GBV person. We need to build human capital and develop 24-hour toll-free services. I am quite satisfied with the level of political will. GBV should be addressed as a productivity problem. GBV cannot be addressed by keeping quiet. We should aim for the eradication and elimination of violence against girls. Violence thrives through silence. It's about citizen empowerment, bringing men on board as partners not perpetrators, and role modeling. Children in abusive homes become abusers themselves. We need to move from piecemeal approach to programme approach."

Valencia K D Mogegeh - Gender Affairs Department, Ministry of Labour and Home Affairs, DFID Governance and Transparency Fund Evaluation

FACT FILE

Programme	Justice														
Sub programmes	GBV Indicators Research														
No of events during the year	Country	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total
	No			1						4			1	2	8
No of participants	MALE				FEMALE						TOTAL				
	107				199						306				
How rated by partners in evaluation - average scores	Content	Design	Documen-tation	Facilitation	Group work	Output	Outcome	Learning	Networking	Admin	Overall				
	59%	51%	61%	54%	52%	56%	62%	67%	66%	64%	59%				
Outputs	Reports		Action Plans		Books		DVDs		Fact sheets		Pamphlets/posters				
			2		2				6		2				
Outcomes summarise	Contribution to the SADC Gender Protocol target of halving gender violence by 2015 through a comprehensive set of indicators in six countries, illustrated through personal accounts.														
Main risks	<ul style="list-style-type: none">• Partnerships dynamics can have negative impact on project success.• Implementation costs of conducting research can creep if not capped.• Lack of or poor buy-in by government officials has implications for advocacy and the outcome of strengthening national and local action plans to end GBV.• Wide expression of interest from new countries implies taking on more work than planned initially.														
Lessons	Political buy-in is essential for project implementation and follow up processes.														
Innovation	<ul style="list-style-type: none">• Sampling that allows for national and district level disaggregation in Limpopo, Zimbabwe and Lesotho.• Use of Personal Digital Assistant (PDA) for data collection.• Use of the dropbox system for quality assurance and monitoring purposes.• Remote support to field staff through team viewer.														
How VFM is being realised	VFM is being achieved through partnerships. Human resources for the survey's are mainly partner employees and human costs are only allowances.														



Local Action to End Gender Based Violence, Stage four and five in Moka District, Mauritius.

Photo: Gender Links



Kubi Rama, Deputy CEO



Linda Musariri, Senior Researcher and Advocacy Officer - Justice Program

Synopsis

This report covers the gender justice portfolio of GL's work. Over the years, the programme has evolved from an initial focus on campaigns and advocacy centring on the Sixteen Days of Activism campaign, to working with governments on National Action Plans to End Gender Violence, to ground-breaking work in measuring GBV. The GL justice and governance portfolios are interlinked. GL has sought to cascade national action plans for ending GBV to local action plans. The GBV Indicators research is also being cascaded to the local level, so that it can be used to measure progress in ending gender violence. GL has just embarked on a project for the economic empowerment of survivors of GBV at the local level. This project is operating under the hypothesis that *women who are economically empowered have more voice and more choice* and are thus better able to challenge societal norms

"Sometimes, I see why the police get discouraged working against GBV. The key is in prevention. By the time we get involved, it is often too late. This, for me is a wake-up call. It shows me that we need to be more proactive and work towards prevention. Coming to the Gender Links summit has helped me to see how we can network. It lets me step back, and look at the whole picture. GBV has economic, cultural and attitudinal complexities. As such there is need for integrated approaches if we are to see real changes happening. This helps me do my job better, and I think it also helps the people around me work better with me. When we understand each other, nothing is impossible." *Andrew Mwale, Zambia*

through enhanced agency. It thus seeks to explore the links between economic empowerment and ending gender violence. These dimensions of the programme are covered in the next section (governance). This report focuses primarily on the GBV Indicators research, now at various stages of implementation in six SADC countries - South Africa, Mauritius, Botswana, Zimbabwe, Zambia and Lesotho.

Objectives

The GBV Indicators Research Project seeks to provide baseline data of GBV across countries to be used to monitor and evaluate the efforts of governments and civil society to halve the current levels of GBV by 2015, as provided in the SADC Gender and Development Protocol signed in 2008. In addition to being a key benchmarking tool,

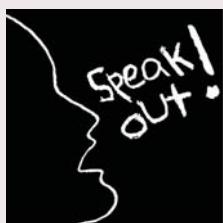
the indicators project will help to strengthen the argument for areas for improvement in GBV response, support and prevention. As part of this programme, GL works with survivors of gender violence (see example below) to tell their own stories in their own words. These lived experiences (<http://www.genderlinks.org.za/page/i-stories>) form the essential backdrop to the research and advocacy that we conduct.

Since the last Annual Review the justice programme has expanded to include the cascading of the GBV Indicators Study to three more countries. To date the research has been completed in six countries namely Botswana, Mauritius, South Africa (four provinces), Lesotho, Zambia and Botswana.

GL is engaging governments to adopt indicators as an on-going tracking tool and to strengthen their 365 Day National Action plans to end gender violence, especially prevention components using the findings from the research. GL is also expected to publicise the results in the six countries.

Human face of GBV

By Lisa from Lesotho



It was Friday in the afternoon and the schools were closed. My younger sister and I used to compete with each other, but in a good way as we would compete to do house chores such as collecting fire, water, cleaning the house and cooking. So on that day, we both decided to go fetch water so that we can come and prepare food for our parents.

We got our water buckets and hit the way to the borehole, it was far from the village. We did not have taps here at our village, so borehole water was our daily water and we survived with it for many years, it was not really a challenge and in fact we never complained about going to fetch water because we had fun and it was our life that we knew

since we were little girls. When we were walking we saw a man who looked the same age as our father, but we did not take any notice of him because we were singing and just wanted to go and fetch some water and he did not show any sign that he could be dangerous to us.

The man followed us to the borehole. When I just looked up and wanted to tell my sister that we should go home, he was just there next us, covering himself with a blanket and carrying his big stick like any other *Mosotho* men. My sister greeted him and he asked us when we were going home and I answered him that we were just about to go, but he said he wanted to spend some time with us. I responded that we were just coming to fetch some water and we needed to go home because we were supposed to cook before our parents arrived. He asked where our

parents were and I told him they had gone to the field. He asked so many questions and we wanted to go, it was also getting late we did not want our parents to get home before us; we did not want that especially because we came to fetch some water so that we could impress them. However, the man did not let us go as he kept on asking questions.

My sister decided to just take her bucket and go, he kicked my sister and she fell with her bucket of water and asked her what she was trying to do by walking away while he was still talking to us, I tried to tell him that even though he was still talking he had no right to do that to my sister, *joo!* He did not take that well either, he beat me with his big stick and I fell down. My sister cried and tried to call people to come and rescue us, but nobody heard us, he beat both of us like we did something wrong to him. He removed his blanket and that's when I realized he was naked. He was beating my sister more than me and she was crying I still feel hurt because I could not help her;

he fastened me with a strong string, both my hands and my feet. Then he went straight to my sister where she had fallen and removed her clothes with a knife and raped her, he raped her while I was watching. I could not help my sister.

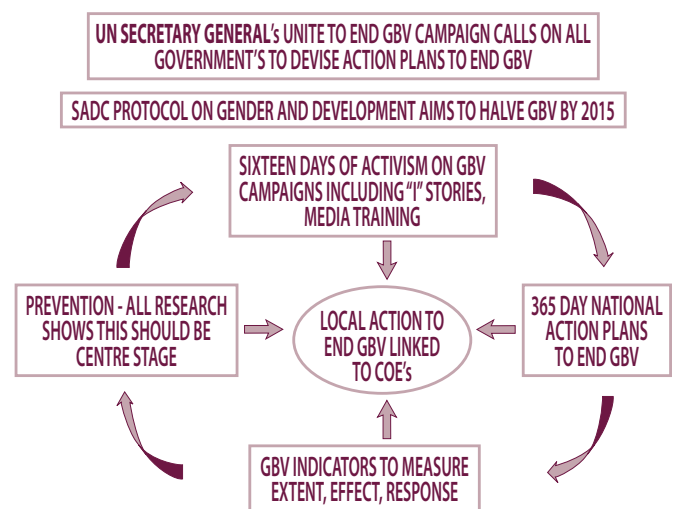
When he was done, he beat her like nothing, my sister was no longer crying and I panicked, while I was still panicking he slaughtered her with a knife like a sheep, I just could not believe it, I cried so loudly and he came to me quickly and raped me also, when he was done he beat me with his stick on the head I thought I was dead and I think he also believed that because he ran away, fortunately somebody came to fetch some water and saw him with blood all over. Suspecting that something was wrong that person went up and asked people to come and order some to follow him. We were taken to hospital and my sister did not make it. They did not catch him but after three days he was caught and he still in jail even today.

Background

Gender violence remains one of the most telling indicators of gender inequality. Despite the several constitutional and legislative advances to gender equality in the SADC region, levels of gender violence remain exceptionally high in all countries.

The ecological model¹ is a theoretical framework that explains why some of the violence occurs, why some men are more violent than others and why some women are consistently the survivors of abuse. Understanding the reasons for and the factors associated with experience or perpetration of gender violence is a precursor in the design of gender violence prevention interventions. This model considers the complex interplay between individual, relationship, community, and societal factors. This model shows how violence is rooted in women's lack of self-worth and self-esteem at the individual level; compounded by attitudes, traditions and customs at the close relationship and community level; and unresponsive systems and structures at the societal level. While the model identifies the arenas and the factors that put people at risk for experiencing or perpetrating violence it also locates prevention strategies in a continuum of activities that address multiple levels of the model.

GL's Theory of Change (ToC) is premised on the ecological model which assumes that the vicious negative cycle of VAW can be turned into a virtuous positive cycle by working around different initiatives that target all levels of the model from individual to societal. GL's work in the gender justice programme seeks to "turn around" the layers of attitudes, behaviours and practices at the level of family, community and society through a simple slogan that has been translated into dozens of local languages - "peace begins at home".



As illustrated in the conceptual model GL brings together global, national and local action to end GBV in a holistic, multi-sector approach. With its strong media and communications background, GL began work in the gender justice arena by using the Sixteen Days of Activism to End Violence against Women as a platform for training activists in the SADC region in strategic communications. These campaigns led to inevitable questions about the sustainability of such campaigns beyond the Sixteen Days.

In line with its ToC to influence change at a policy level, in the public sphere, GL began working with countries in the SADC region to extend the Sixteen Days to a 365 Day National Action Plan strategy to end gender violence. Since 2006 GL has worked with nine governments in developing National Action Plans to End Gender Violence. NAPs are blueprints or frameworks that provide for compre-

¹ Dahlberg LL, Krug EG. Violence-a global public health problem. In: Krug E, Dahlberg LL, Mercy JA, Zwi AB, Lozano R, eds. World Report on Violence and Health. Geneva, Switzerland: World Health Organization; 2002:1-56.

hensive, multi-sector, and sustained actions for addressing VAW at country level. The NAPs allow all sectors to co-ordinate and systematise actions and building on initiatives so that approaches remain adaptive and responsive for the specified time frames. The model NAP framework outlines the scope of the GBV problem within a country, identifies the structural causes and drivers and sets actions to address the problem through actions in the area of legal reform, provision of services, prevention as well as co-ordination, monitoring and evaluation approaches. For each of the actions or interventions responsibility for championing is allocated to either a lead government department or organisation.

NAPs involve drafting actions in consultation with the different stakeholders to ensure effective implementation. The development of NAPs received added impetus through the launch of UN Secretary General's UNite to end GBV campaign, and the adoption of the SADC Protocol on Gender and Development (SGP) in 2008. The adoption and implementation of multi sector NAPs is one of the five key expected outcomes of the UN Secretary General's UNite to end GBV campaign which is being run until 2015. The SADC Protocol obliges Member States to adopt integrated approaches, including institutional cross sector

structures, with the aim of reducing current levels of gender based violence, by half by 2015.

At the community level, GL has linked its governance and justice work through flagship programmes for ending GBV through 300 Centres of Excellence for gender in local government that bring together research, policy and practice in a unique on-the-job capacity-building project that is continuously monitored for its impact. Good practices are gathered and shared at the SADC Gender Protocol@Work summits.

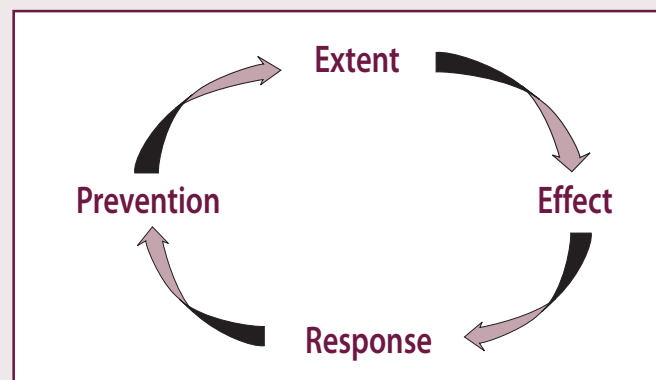
Situating GBV work within the broader SADC framework of halving gender violence by 2015, GL faced the challenge of how to measure progress, when there is so little valid data on actual levels of GBV. In 2010, GL successfully piloted a comprehensive set of indicators for measuring gender violence that involves a prevalence survey, better use of administrative data, media and discourse analysis, and qualitative tools. GL has worked with governments in Botswana, Lesotho, Mauritius, South Africa, Zambia and Zimbabwe to conduct household surveys to establish the prevalence of GBV. The "I" stories are analysed and used to expand on and triangulate the findings of the prevalence study.

Measuring gender violence

Drawing on the 2007 UN Expert Group Report on developing indicators for measuring GBV, some preliminary work began in earnest in Southern Africa through an initiative supported by UN Trust Fund and spearheaded by GL. The key players included representatives of government (i.e. gender, justice, health, police, and prosecuting authority), research institutes and NGOs working on gender justice issues.

In July 2008, GL convened a reference group meeting comprising 16 representatives from government, research organisations and regional NGOs focusing on gender violence. This meeting sought to get conceptual clarity on what is required as well as get buy-in from key stakeholders on developing a composite set of indicators to measure gender violence that is methodologically solid; pre-tested and can eventually be applied across the region.

The meeting resulted in key conceptual decisions that have since informed the design of this research. Overall, the team emphasised the need to test a draft set of indicators in a pilot project at local level before these are cascaded nationally and regionally. This study would gradually build support and buy-in for a comprehensive set of indicators that provides meaningful and nuanced measures of progress or regression.



Unlike previous prevalence surveys that have focussed on a few aspects of GBV, the set of indicators seeks to measure:

- The extent of the problem (what uniform administrative and survey data could be obtained across all SADC countries).
- The social and economic effects of GBV.
- Response and support interventions as measured by the multi stakeholder National Action Plans to End Gender Violence based on the SADC Protocol on Gender and Development.
- Prevention interventions that underscore the importance of a paradigm shift towards prevention rather than focus primarily on response.

The main tool is a prevalence/attitude/costing survey covering a representative sample of women and men making use of PDA's, or palm held computers that are self-administered or administered through an interviewer. The prevalence/attitude survey is justified on the basis that statistics obtained from administrative data do not cover many forms of gender violence, and even those that are

covered are under-reported. However, the "I" stories, or lived experiences, give a human face to all aspects of the research. The administrative data, media monitoring and political content analysis provide key insights in relevant areas. Triangulation of findings from all the methods helps to verify and strengthen the findings, as well as provide key insights for policy-making and action planning.

Delivery-activities and inputs

ACTIVITIES	INPUTS
Meetings to obtain political buy-in at local and national levels	<ul style="list-style-type: none"> • Documentation - concept notes, briefing documents, questionnaires, administrative forms • Human Resources - field researchers, project staff, consultants • Equipment - PDAs, computers and modems • Internet • Transport - ground fieldwork travel and hired cars, flights • Financial resources- procurement, subsistence, wages, administration, conferencing
Survey activities:	
• Tool refinement	
• Sampling	
• Translation	
• Training of researchers	
• Community mobilisation	
• Fieldwork planning	
• Data collection	
• Data synchronisation	
• Data management	
• Data analysis	
Collection of first-hand accounts of violence - the "I" stories workshops	
Desktop research	
Collection and interrogation of administrative data	
Political discourse analysis	
• Collection of speeches	
• Creation of databases	
• Data entry and capturing	
• Data analysis	
Media monitoring	
Research Report writing and editing	
Research Report publishing	

Outputs

Zimbabwe: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL completed the Zimbabwe research and launched the research report in November 2013: GL produced pamphlets based on the Zimbabwean findings: GL collected stories from women and has published them on the GL website.

Zambia: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL completed the research in Zambia's four districts and drafted a research report.

South Africa: Provinces of Western Cape, Limpopo and KwaZulu Natal; One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL launched the Limpopo report in November 2013. GL will launch the Western

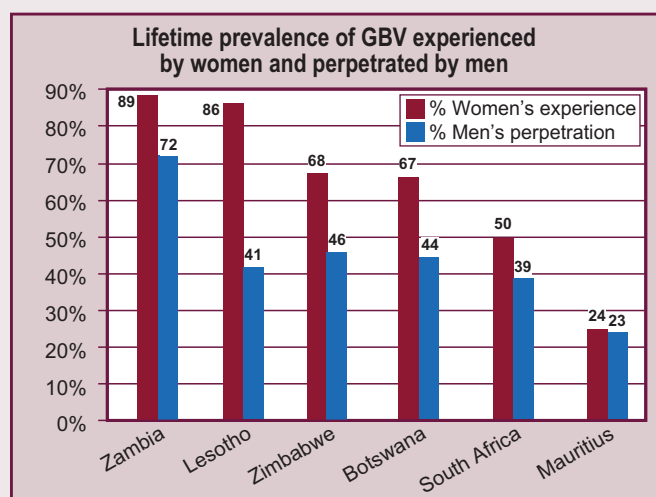
Cape and KZN reports in May 2014. GL produced pamphlets from the findings in the provinces and published on the website: and GL collected stories from women and has published them on the GL website.

Lesotho: One final research report per studied location: Credible data available on the extent, drivers, effects, response, support and prevention. GL completed the research in Lesotho and drafting of the research report is underway. GL produced GBV factsheet for Lesotho. Personal first-hand accounts of GBV experience. GL collected stories from women and has published them on the GL website.

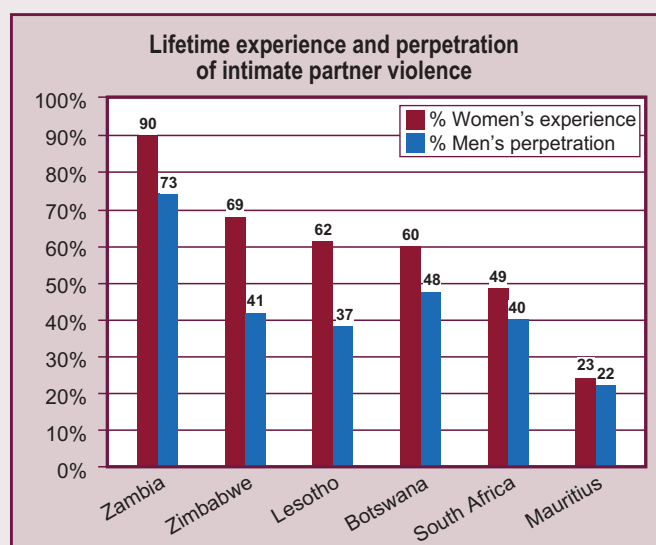
- Survey completed in Lesotho, Zimbabwe, Western Cape, KZN and Limpopo.
- National survey underway in Zambia.
- Pilot survey completed and report launched in Zambia (4 Districts).
- Zimbabwe launched the report in November 2013.
- Limpopo Province report launched in November 2013
- Pamphlets produced for the four provinces of South Africa, Lesotho, Mauritius and Zimbabwe during the Sixteen Days Campaign.
- Stakeholder meetings held in all three countries.

Regional: Credible data available on the extent, drivers, effects, response, support and prevention across the region GL has compiled an overview pamphlet highlighting the key findings from the six countries where the research has been conducted:

Key findings of the GBV Indicators research in the six countries

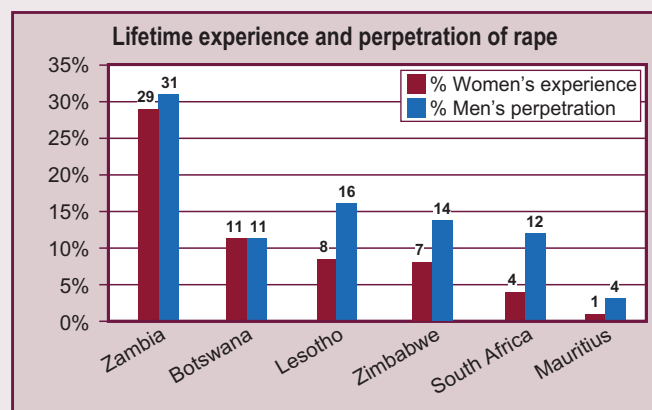


The studies found that 89% of women in Zambia's four districts of Kitwe, Mansa, Kasama and Mazabuka; 86% of women in Lesotho, 68% of women in Zimbabwe, 67% of women in Botswana; 50% of women in South Africa's Gauteng, Western Cape; KwaZulu Natal and Limpopo provinces and 24% of women in Mauritius have experienced GBV in their private and or public lives. For all countries the proportion of women that reported experience was greater than the proportion of men that reported perpetration, however the difference is most pronounced in Lesotho and least evident in Mauritius. The findings show that violence against women is being confirmed strongly as a social problem across the region. Also apparent is that men openly disclose it to a greater degree as it violence is often legitimised as an expression of masculinity and male dominance. Men also may have openly disclosed their violent behaviour because in the research setting confidentiality is sworn and course of no justice is followed after the disclosure. On the other hand women do not disclose experiences because of the associated stigma attached to abused women.

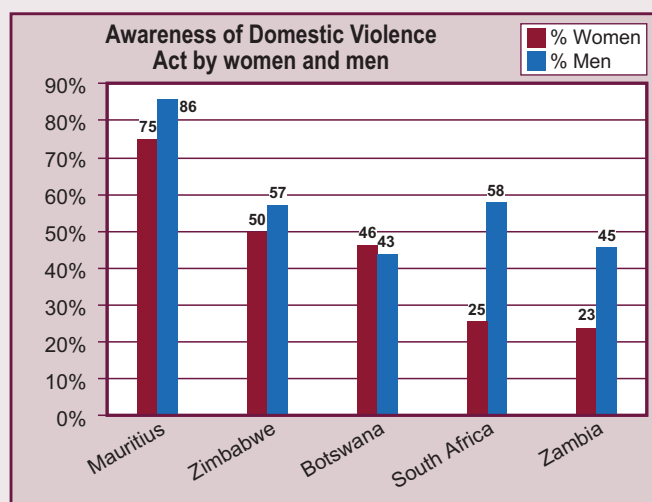


The most predominant form of GBV experienced by women and perpetrated by men in the six countries occurs within intimate partnerships. The lifetime experience prevalence reported by women was 90% in the Zambian districts, 69% in Zimbabwe, 62% in Lesotho, 60% in

Botswana, 49% in South Africa and 23% in Mauritius. In all six countries, the most common form of IPV is emotional violence - a form usually not addressed in police statistics.



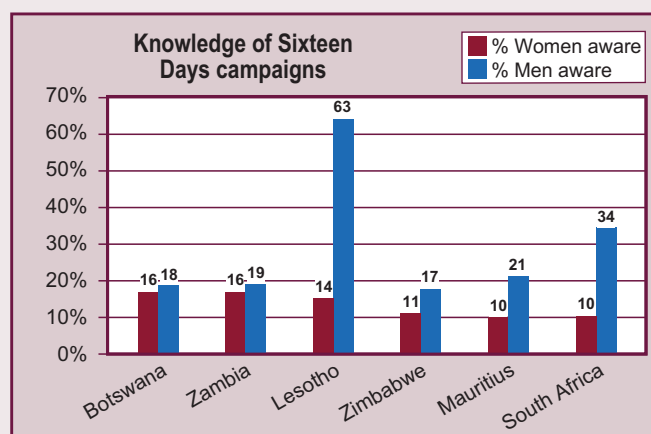
Women also suffer from sexual violence perpetrated by men that they are not intimately involved with. Twenty nine percent of women in Zambia's four districts, 11% women in Botswana, 8% of women in Lesotho, 7% of women in Zimbabwe, 4% of women in South Africa's four provinces and 0.7% of women in Mauritius reported experiencing non-partner rape in their lifetime. The proportion of men reporting rape perpetration in the six countries is significantly higher than the proportion of women reporting experience.



Women and men are relatively aware of Domestic Violence Acts in their countries. Three quarters (75%) of women in Mauritius, 50% of women in Zimbabwe, 46% of women in Botswana, 25% of women in South Africa's four provinces and 23% of women in Zambia were aware of their country's Domestic Violence Act. Except for Botswana, men are more aware of the Domestic Violence Acts in their country than women. This is evidence to the significant gender disparities in access to legal rights information between women and men. These findings speak to the need for greater efforts in raising public awareness of the Domestic Violence Acts across the region with greater emphasis in raising legal rights awareness for women who constitute the majority of the marginalised within communities.

Knowledge of Sixteen Days campaigns

Need for more concerted efforts to raise public awareness and prevent GBV: The majority of women and men in all the six countries were relatively unaware of the Sixteen Days of Activism Campaign. Unique to all countries is that a greater proportion of men are more aware of the campaign than women. The greatest difference is in Lesotho followed by South Africa. This raises a critical question on the strategic communications employed and the impact of the campaigns on the intended target audiences. While campaigns are run at national level there is need to develop clear strategic communications strategies so that messages reach the intended audiences.



Outreach

Direct beneficiaries

Local government COE population			
Country	Females	Males	Total
Botswana	639	590	1229
Lesotho	1777	1590	3367
Mauritius	679	678	1357
Four districts of Zambia	578	719	1297
Four provinces of South Africa	2800	2821	5621
Zimbabwe	4507	3847	8354
TOTAL	10980	10245	21225
Percentage	52%	48%	100%

The table shows that a total of 21,225 people have participated in the research: 52% women. With 8354 respondents, Zimbabwe had the highest sample, enabling the country to draw data for each of its ten provinces, in addition to the national survey.

Indirect beneficiaries

Regional and international forum where the GBV methodology and findings were shared include:

- The SADC meeting in preparation for CSW57 held in Maputo in February 2013.
 - The Methodological Workshop to measure the socio-economic costs of Violence Against Women and Girls (VAWG) held in Addis Ababa in February 2013.
 - CSW57 events held in New York during March 2013
- Media: Press releases and briefing are issued at the launch of each report or materials. Dissemination of findings have also been conducted in Mauritius through radio-spots. GL also responds to media queries and makes comments around GBV in the media. This also includes responding to radio and TV interviews.

New Media: GL has been using cyber-dialogues to stimulate discussions around the findings during the Sixteen Days of Activism. During this period, GL featured in the media 46 times, while the GBV topic was mentioned 82 times.

Website: The GBV Indicators project has pages on the GL website which is regularly updated and new related articles are uploaded. This section of the website received over 6500 hits during the period under review.

Publications: GL publishes a research report for each research site. GL staff also write opinion and commentary pieces that are based on the findings. The commentary pieces are sent to the GL list serve through the GL News. Some commentaries are picked up and republished by the media.

Conferences: GL staff also write academic abstracts and papers, two abstracts have been accepted for presentation at the Population Association of America 2014 Conference to be held in Boston from the 1st to the 3rd of May 2015.

Citations: The GBV Indicators publications particularly the *Gauteng War at Home* has been cited in more than 15 academic papers.

Outcomes - results

Articles 20 to 25 of the SADC Gender Protocol require organisations, communities and state entities to adopt strategies and targets to address the high levels of GBV in the Southern African region with a target of halving GBV by 2015. One of the provisions is to develop comprehensive multi-sectoral national action plans (NAPs) in all SADC countries. GL has worked with governments, civil society and other stakeholders to develop NAPs in ten countries including Botswana, Mauritius, Zambia, Lesotho, South Africa and Zimbabwe. The major challenge in most countries is that plans that have been developed have remained national policy documents without filtering to other levels, particularly local communities.

Conducting research, data collection and analysis: Until the piloting of the GBV indicators project, these plans also lacked effective ways of establishing baseline data and tracking progress. In line with the arenas for action identified in the UN Secretary General's UNITE to End GBV Campaign, GL has developed and tested a comprehensive set

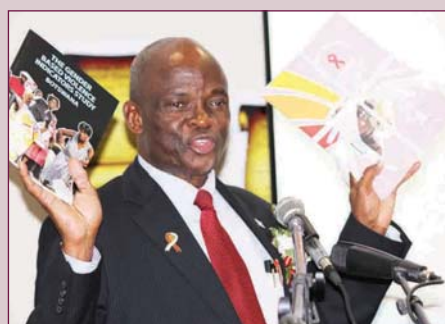
of indicators to measure extent, effect, response and prevention campaigns to end GBV that can be applied for the rest of SADC. Through the GBV Indicators projects GL is engaging regional, national and local actors to strengthen efforts to address GBV. GL has been invited by the SADC Gender Unit and United Nations Economic Commission to gain a platform of sharing the learning from the project with actors from the region and the continent. Engagement with SADC GU and UNECA has led to high level commitments on addressing GBV by governments and led to the adoption of best practices. GL has also been invited by

the Department for Women Children and People with Disabilities (DWCPD) to share the study with high level stakeholders for adoption of a national survey in South Africa. Initially the research was conducted in three countries; now three more countries have also completed the study.

Raising the political profile of GBV, and commitment to ending it: The research studies have played a critical role in placing gender on the political agenda, as illustrated in the quotes below:

"I welcome the publication of the Gender-Based Violence Indicators commissioned by Gender Links. Gender-based violence is a human rights violation and reflects inequality between women and men. Such violence has profound implications on the health, dignity, security and autonomy of those affected not only the victims but also the entire family. Unfortunately, this is often ignored. My Government is fully committed to continue working towards an inclusive, harmonious and peaceful society. Creating the appropriate legislative and institutional framework for gender equality and family welfare will remain high on our agenda."

Dr Navinchandra Ramgoolam, GCSK, FRCP, Prime Minister of Mauritius



"The findings of this research are shocking! Rather than be defensive and find ways of distancing our society from the depicted reality, it is wiser to pick the lessons and get to work. In many ways the results of this study are a wakeup call to everyone."

Botswana Minister of Labour and Home Affairs Honourable Edwin Batshu at the launch of the Botswana GBV Indicators report on 29 March 2012

"Last year, my Ministry partnered with Gender Links to undertake this important baseline study on violence against women with the aim of providing baseline data to be used to monitor and evaluate the efforts of Government and civil society to halve the current levels of gender-based violence by 2015, as provided in the SADC Protocol on Gender and Development. I am excited because this research was unique and will compliment previous research like the Zimbabwe Demographic and Health Survey in the following ways: The violence against women survey was a standalone and dedicated GBV survey not linked to any other survey.



This allowed for the collection of more in-depth data on GBV than would be compared in GBV modules of broader DHS surveys or HIV and AIDS surveys. The violence against women survey was more comprehensive in that it collected data on extent coupled with a broad range of potential risk factors such as child abuse, alcohol and substance abuse, gender attitudes and relationship factors. Collection of causal data simultaneously with extent data allowed for risk factor analysis. The findings from the risk factor analysis are critical in identifying target groups when developing GBV interventions.

The study involved corroborating data collected from women as survivors and men as perpetrators. Collecting data from men as perpetrators gives additional credibility to the reports of abuse by women. Most research has centred on collecting data from women only. Previous research including the Zimbabwe Demographic and Health Survey has centred on violence occurring in intimate relationships only. The violence against women study measured both. partner and non-partner violence (rape, sexual harassment, child abuse: physical, sexual, neglect) . It also measured the less commonly addressed forms of partner violence namely economic and emotional."

Minister Oppah Muchinguri, at the launch of the Zimbabwe Violence Against Women Baseline Study, December, 2013

Fostering dynamic and critical engagement with governments: The VAW baseline surveys have resulted in GL partnering with women's and gender ministries in the region, the main drivers of the research. While working with governments poses challenges, this is the best way

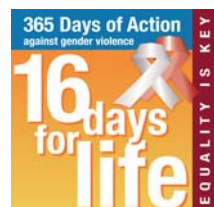
to ensure ownership and long term outcomes. The relationship that has developed with the Gender and Development (GAD) unit in Botswana reflects the benefits of working in dynamic and critical ways with governments on promoting gender equality.

GL partnered with the Botswana Women's Affairs Department (WAD, now Gender and Development) in the Ministry of Labour and Home Affairs to conduct the Gender Based Violence (GBV) Indicators Study. GL was responsible for the technical aspects (software) of the study, including the development of data collection tools, training of fieldworkers, and data analysis and report production. The WAD provided (the hardware) resources and monitoring for the data collection component of the study. These included hiring of 93 field staff and deploying CTO drivers and vehicles. Furthermore, WAD worked closely with Statistics Botswana on research sampling. In a nutshell, WAD managed all in-country processes and contributed approximately 75% towards the project while GL provided and managed technical research components. The partnership between WAD and GL in this research was of a mutually beneficial nature and a good model of value for money. Overall the project was a success. The project culminated in the launch of the Botswana GBV Indicators Study Report by the Minister of Labour and Home Affairs Honourable Edwin J. Batshu (WAD Botswana). This model

of partnership is unique and should be replicated with other countries in the region. GL is using the Botswana and Mauritius models to persuade other governments in the regional to conduct GBV Indicators research, starting from local to national level so that these twin objectives can now be achieved. The GAD unit has now raised funds to cascade the study to all ten regions of Botswana.

- In Botswana, GL partnered with the Women's Affairs Division (WAD- now Gender Affairs Division), CSO and the University. WAD has been mobilising resources for a local level study.
- In Lesotho, GL partnered with the Ministry of Gender, Youth, Sports and Recreation (MGYSR).
- In Zambia, the Ministry of Gender and Child Development (MGCD) has been co-implementing the research in the four districts with GL as well as the national study which is underway.
- In Zimbabwe the Ministry of Women, Gender and Community Development (MWAGCD) partnered on the survey.

Supporting implementation of multi-sectoral policies and national action plans.



At national level, data from the GBV Indicators research is being used to strengthen the implementation of National Action Plans for ending Gender Violence (NAPs). GL works with the national GBV task teams responsible for spearheading the implementation of the NAPs in the selected countries. The task teams are

multi-sectoral including both government departments and civil society. GL therefore continues to lobby the ministries to use the GBV Indicators in reviews and subsequent amendments to the existing NAPS are only possible in collaboration with the national task teams. GL is also advocating for the ministries and task teams to adopt the GBV Indicators, repeat similar research and take responsibility for monitoring efforts to reduce gender violence using the findings from GL led research as a baseline.

- The Government of Botswana pledged to adopt the draft "365 Day National Action Plan to end GBV", using the evidence from the research in the 2012/2013 financial year. In the past year the government initiated a dialogue with GL regarding cascading the research to district level so as to inform action plans at local level. Plans towards this up-scaling are now at an advanced stage.
- In South Africa, GL sits on the steering committee of the National GBV council. GL is using the evidence from the research to make recommendations informing the NAP review which was expected to commence by the

beginning of 2014. GL is also pursuing discussions to motivate for the roll out of the study to a country-wide study so national GBV statistics become available. Although there has been some slow movements towards adoption of both initiatives progress is being made.

- After the successful implementation of the National Action Plan to Combat Domestic Violence for 2008-11, Mauritius has developed and costed a new action plan the National Action Plan to End Gender Based Violence (NAPEGBV) 2012-15 that takes into consideration GBV more than domestic violence. Mauritius is commended for costing the NAPEGBV because the process will give guidance to implementers and allow for identification of resource gaps. The fact that the NAPEGBV is well costed is an achievement that will aid in determining how best to allocate limited resources. GL as a member of the Mauritian NAPEGBV will lobby for the use the research findings as baselines for national monitoring and evaluation of GBV programmes.
- GL will lobby for the revision and development of a new NAP for Lesotho using the findings of the research as evidence.
- The findings of the pilot and national Zambia studies will be used by the National Joint Gender Programme as evidence to guide interventions by government and civil society.
- In Zimbabwe GL is lobbying for the inclusion of the indicators in the monitoring and evaluation framework of the National GBV strategy. Discussions are also on-going on the possibility of costing the National GBV strategy.

Lobbying for resources/gender-responsive budgeting for addressing violence against women: The ministries are responsible for providing overall leadership in efforts to reduce GBV at government level and allocating resources for GBV. GL is also advocating for ministries to renew their commitment to allocate resources for NAP implementation. GL has called on the ministries to ensure a budget for the implementation of the revised NAPs. The national task teams should ensure the adoption and effective implementation of NAPs.

Enhancing capacities at local level: GL is working with local government councils in the SADC countries training councillors to mainstream gender in local government. One of the modules in the eight stage training is on strategies to address GBV. Currently the GBV research has been cascaded to district level in Zimbabwe, Zambia and Lesotho. The cascading model to local level will allow for the review and strengthening of the implementation of local action plans to end gender violence. Botswana has come on board in cascading the study to district level.

Influencing the global agenda: The GBV Indicators research that involves six triangulated tools for measuring gender violence is a global first. UNWOMEN and the SADC Gender Unit invited GL to present the concept of a GBV Baseline study that is routinely repeated by governments to benchmark progress at a meeting of SADC gender ministers in Maputo in February 2013 in preparation for the 57th session of UN Commission on the Status of Women (CSW) that focused on gender violence. The UN Economic Commission for Africa (UNECA), Africa Centre for Women invited GL to share the methodology and findings at a global gathering of ministers and other decision-makers at the CSW.

“Emerging findings from prevalence studies on GBV in five SADC countries show that between one quarter and two thirds of women in these countries experience some form of gender violence over their lifetime. The highest form of such violence - emotional violence - barely features in police statistics. Yet it daily undermines women's agency and self-worth; costing our countries billions of dollars that could otherwise go into economic development. We wish to commend the SADC position paper to the CSW. It is a bold statement from our region that women's rights are human rights; that we must tackle the root causes of gender violence - patriarchal norms and harmful traditional practices that result in gross human rights violations being perpetrated with impunity.”

- Excerpt from the Statement by Civil Society at the SADC Gender Ministers meeting, Maputo, February 2013

Cascading GBV campaigns to local level: GL has also broken new ground in cascading work on GBV to the local level where 167 councils have now developed GBV Action Plans. Curepipe, the best performing council in Mauritius has a 24-hour hot line that provides support and helps to prevent GBV. Kabwe and Kapiri Mposhi councils in Zambia have set aside budgets for street lights and clearing of empty fields in dangerous areas. Gweru has turned 90 dangerous empty spaces into gardens, 80% run by women, many of whom are HIV positive. Mavis Ngwaru, one of the gardeners, is a grandmother caring for eight orphans. “This project is reducing violence and feeding our families,” she said.

At a practical level many of the conditions that threatens women's safety such as poor lighting, lack of security in public spaces, naming streets and lack of basic services (water, electricity and sanitation) are controlled by local government. At a systemic level, local government is best placed to make the environment safe and secure for women. GL works with local councils to ensure that these practical needs are met.

Gweru City Council in Zimbabwe is creating safer spaces for people to live in. The project involved the upgrading of Mtapa flats to family style units in efforts to reduce overcrowding and create safer spaces. In Outjo, Namibia, women have staged “Take Back the Night” campaigns to claim their right to safe spaces. According to Councillor Bridget Horases, “The Take Back the Night march enabled concerned citizens to express their outrage against the evil practice of GBV together with murder cases. They handed over their petition to the police commander of Outjo to help and protect the citizens of Outjo, especially women and children who suffer from the brutality of weak-minded men who bring nothing but pain to the relatives and close ones of the victims. The campaign helped men and women to work together in order to combat GBV in the town of Outjo. It has also led the municipality to consider setting up streetlights to reduce GBV.”



Gweru City Council creates safer spaces to live in.

Photo: Colleen Lowe Morna

Challenges

- **Lack of government funding and financial commitment for GBV research:** GL has had to mobilise substantial financial resources for project implementation while in most cases government has brought political will. For example GL has had to mobilise the full costs of the research in South Africa, Zimbabwe, Mauritius and Lesotho. This has provided opportunity for personnel development in the area of fundraising and financial planning with appreciation for Value For Money principles. During the research in Zimbabwe, Lesotho and Mauritius for example, GL trained staff from partnering government departments or research institutions instead of hiring survey companies. This is a cost-effective solution in that GL avoids some project

management costs but at the same time can build capacity and transfer skills. In the year 2012/2013, GL has managed to foster a mutually beneficial partnership with the Government of Botswana. The latter has come up with a proposal and resources to cascade the GBV Indicators to district level.

- **Lobbying governments to adopt the indicators and repeat the studies in five years as well as to engage them in advocacy:** This has led GL to revise the structure of memoranda of agreement so that they are broader and longer term to allow for follow up processes. The memoranda also state the commitment of the government concerned to adopting the indicators. GL has also had to take a more serious approach to engaging the Ministries of Gender. GL also continues to leverage from its stronger partnerships with Ministries of local government in lobbying the Ministries of Gender. In the past year GL has been working towards strengthening its partnerships with the Ministries of Gender in Zambia and South Africa and has made a positive headway towards this.

- **Gathering administrative data and political speeches:** This is a major challenge. GL studies recommend that countries create centralised portals for GBV or domestic violence. The different service providers should then be required to provide data on a regular basis. Another proposed recommendation from GL, has been that there is need for GBV surveillance and referral systems in all the countries where the research has been conducted so far.

- **Partnership dynamics:** The research heavily relies on partnerships with other departments especially gender ministries, as such stalling from one party has an overall impact on the project. In Zambia and Zimbabwe, GL experienced technical glitches and consequently this negatively impacted on a smooth and timely running of the project.

- **Political dynamics:** The GBV Indicators study is also dependent on the political terrain of the country. In Zimbabwe the change in the ministers of gender resulted in the delay of launching the report. Similarly in Zambia there was a delay in the signing of the MOU.

Next steps

- GL will continue to work through national, local government and civil society organisations to raise public awareness of the GBV Indicators Research findings in the six countries where research has been conducted (South Africa, Botswana, Mauritius, Zambia, Zimbabwe and Lesotho) and co-facilitate processes to review National Action Plans.
- Beyond advocacy in the six countries where research has been conducted, GL will continue to lobby for accelerated efforts to ending GBV and the adoption of the indicators by all countries as a framework for measuring implementation of the SADC Protocol on Gender and Development target of halving levels of GBV in the run up to 2015.



Marching for peace at home in Toamasina, Madagascar.

Photo: Zotonantenaina Razanadratefa

Gender and Governance



Anna Christians and family benefitted from a social housing scheme set up by the Aroab Village Council in Namibia.

Photo: Beverley Mpho Slinger



Jane Malambo, Ndola Town Council.

"This knowledge has helped me reach out to more people as I am now fully aware of gender and women's issues. Because of GL the council is planning on introducing more programmes that will enable people to consult them on cross cutting issues such as gender and land inheritance."

Jane Malambo, community member, Ndola Town Council, Zambia

"Gender Links is doing a very good job in helping councils mainstream gender, which was hardly taken seriously. The government of Zimbabwe is backing the organisation in its efforts. Our council will not stop in promoting gender mainstreaming. It might take some time considering the challenges we face but the bottom line is to get to 2015 and meet the targets of the Protocol targets."

Extract from Chiredzi Town Council Institutional Profile, Zimbabwe

"I instantaneously developed a keen interest in persuading women at the grassroots level to become leaders and councillors when I met Loga Virahsawmy in 2007, as at that time we had few women at the District Council level. Since then, meetings between Gender Links and the council have been abundant, and several workshops and trainings have been organised, both at the District Council level and the village Council level."

Mamta Coonjan Jugroop, Acting Chief Executive of Grand Port, Mauritius

"It was through training and the COE verification process that enabled the municipal workers to learn new approaches on integrating gender in the planning and activities, especially with regards to climate change."

Emildo Xavier, Municipality secretary in the president's office, Xai Xai municipality, Mozambique

FACT FILE

Programme	Governance															
No of Centres of Excellence	Country	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total	
	No	27		30	51		59	18	34	18	27		34	27	317	
No of events during the year	Country	Bots	DRC	Les	Mad	Mal	Mau	Moz	Nam	SA	Swa	Tan	Zam	Zim	Total	
	COE	22		82	30		40	19	58	37	31		22	80	423	
	Non COE	1		1	2		1	2	2	1	7		1	5	23	
	Total	23		83	32		41	21	60	38	38		23	85	446	
No of participants	MALE					FEMALE					TOTAL					
	3485					7504					10989					
How rated by partners in evaluation - average scores	Content	Design	Documen- tation	Facilitation	Group work		Output		Outcome		Learning	Networking		Admin	Overall	
	87%	85%	83%	89%	85%		83%		84%		91%	84%		80%	85%	
Outputs	Reports			Action Plans			Books		DVDs		Fact sheets			Pamphlets/posters		
	239			73												
Outreach	Website hits			Contacts generated			Media mentions		Other events attended			No of MOUs with partners				
									8			4				
Outcomes summarise	<ul style="list-style-type: none">Gender and governance is now firmly on the agenda of local government.A total of 317 councils signed up to the COE process by end of 2014.Nearly 745 best practices on gender in local government have been shared at the ten national and four regional summits held to date.COEs have allocated R4 950 986 towards gender mainstreaming.															
Main risks	<ul style="list-style-type: none">Political environment - there are several national and local elections between 2014 and 2016 that could affect councils. GL is working with local councils to increase the representation of women in the councils.Funding capacity - there is a need to raise funds in country to support the COE process.															
Lessons	<ul style="list-style-type: none">The local government COE process is heavily dependent on partnerships and relationship building. GL country managers have invested in creating and sustaining partnerships.The annual regional summits as well as the in-country summits are drawing in more and more councils and improve evidence quality.															
Innovation	<ul style="list-style-type: none">Implementing MicrosoftSharepoint and cloud computing has facilitated easy data management and connections between GL headquarters and country offices.The implementation of Pastel Evolution will facilitate increased efficiency in financial procedures and accountability.In several countries the COE process is being cascaded through local and national government extending the reach of the project and strengthening ownership of the local government COE process.															
Budget	A major challenge has been currency shifts in Zambia and increasing costs in countries such as Zimbabwe.															
How VFM is being realised	<ul style="list-style-type: none">The local councils provide logistic and other costs thereby reducing GL's contribution to these items.The major VFM story is how each person GL trains is training and sharing their knowledge with other people. This is increasing the number of people whose lives are changing through the COE process.															



Kubi Rama, Deputy CEO



Anne Hilton, Gender and Economic Justice Manager

Synopsis

The Centres of Excellence (COEs) combine an evidence-based approach with policy, action planning and on-the-job training framed around the 28 targets of the SADC Protocol on Gender and Development. These councils are committed to the COE concept and have adopted the tools provided by Gender Links to their own context, ensuring inclusive service delivery.

The progress and change over time on individuals from these councils and the institutions themselves is bridging the gender equality gap. Entrenching their work on reducing gender inequality in service delivery, the COEs have dedicated resources and time to mirror national commitments on gender mainstreaming at the local level. With local government a highly contested terrain in terms of politics and accountability, these COEs have chosen an inclusive development approach. Reaching out to at least 21% of the SADC population, the COEs form a critical mass in best practices of good governance.

At 28%, the average representation of women in local government COE's is higher than the regional average of women's representation in local government at 23%. This reflection indicates an impact of the COE model in the localities in which GL works. Emerging evidence shows an increase in the number of women mayors and council chairpersons, confirming the hypothesis that transformative women's leadership creates ripple effects for inclusive service delivery.

"Welcome Gender Links: violence against women and children is a critical issue in my community and the complaints are numerous... and as if by chance, you come at the right moment. I will introduce you to a grief-stricken mother whose daughter was the victim of incest, whom the perpetrator has just to be unfairly released by the justice tribunal! We really need your help."

Hanta Rabearisoa Mayor of Bongatsara, Madagascar

The councils face challenges of resourcing and continuous changes in governance structures, but through gender action plans and dedicated monitoring systems, councils keep the focus on gender equality. The need to halve the prevalence of GBV by 2015 has prompted councils to dedicate resources to meeting the target through creating safer environments and providing access to justice for victims of GBV. GL is extending the work in councils by marrying the local economic development and GBV components in 100 councils targeting survivors of GBV.

Objectives

The governance programme aims to:

- Combine an evidence-based approach of gender mainstreaming with policy, action planning and on-the-job training framed around the 28 targets of the SADC Protocol on Gender and Development.
- Develop gender action plans at provincial, district, local and village level.
- Popularise and enhance application of the SADC Gender Protocol through village workshops that accompany the COEs and incorporate the Protocol targets into local action plans.
- To provide a knowledge generation and learning platform through show casing good practises on gender responsive local governance shared at district, national and regional annual summits.



Hanta Rabearisoa, Mayor of the Bongatsara council at the 2013 Madagascar SADC Gender Summit.

Photo: Zotonantenaina Razanadratela

- To build a sustainable model of cascading the COE process through working closely with gender officers, gender focal persons and gender champions in each of the localities.
- To reduce and prevent GBV through training 1500 GBV survivors in 100 councils in ten countries on life skills and applied entrepreneurship skills.

Background

In its governance programme, GL has worked closely on research and national strategies, and now the COEs with local government associations. This has opened the space that GL now enjoys to work at institutional level with six MOUs and bilateral agreements across the region.

The COE programme, born out of an in-depth study on gender and local government in Southern Africa, have succeeded in dramatically increasing women's participation at the local level where it matters most - on the ground. It is located within the broader context of the 50/50 campaign to ensure women's equal representation and participation in decision-making by 2015. GL chose to focus on local government because this appeared to be a particularly neglected area of gender and governance discourse.



Councillor Khanyisile Mamba from the Manzini COE. Photo: Thandokuhle Dlamini

The 50/50 campaign heats up in the countdown to 2015

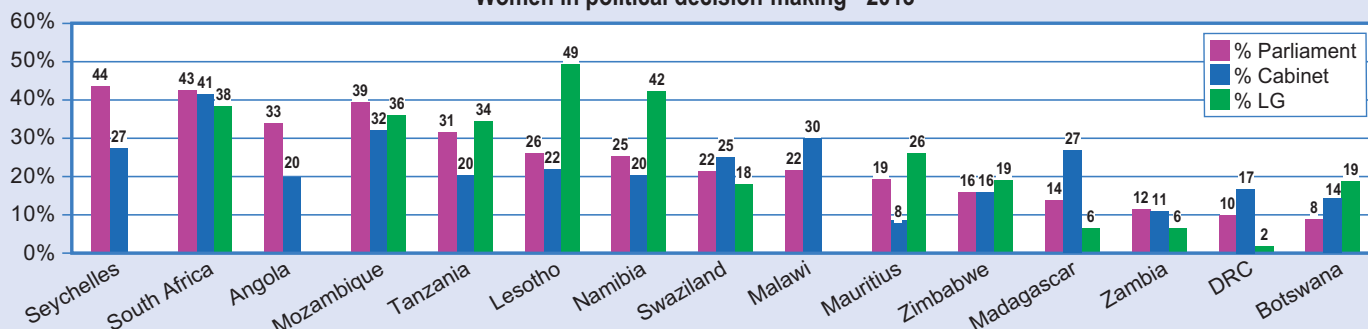
With less than two years before the 2015 deadline for achieving the 28 targets of the SADC Gender Protocol, progress towards equal representation of women in political decision-making over the past thirteen years has been slow and uneven. This policy brief places the SADC region in the global context, highlighting some of the gains and losses since 2000. Local government elections held between 2010 and 2011 show that this sphere of governance has become a testing ground for some of the



best and worst trends of women's representation in political decision-making. Despite the fact that most countries had not come close to reaching the initial target of 30% representation of women in decision-making in the 1997 SADC Declaration on Gender and Development adopted in Blantyre, Malawi, Heads of State had upped this target to 50% in the more binding 2008 Protocol on Gender and Development.

Over the last twelve years the proportion of women in politics in the SADC region has increased by seven percentage points from 18% in 2000 to 25% in 2013 whilst a slow move since the signing of the Protocol in 2008. The region is, however, above the global average by five percentage points.

Women in political decision-making - 2013



The graph shows women's representation in decision-making in parliament (a regional average of 25%), cabinet (22%) and local government (24%). The figures show that:

- There is only one area of decision-making in which SADC is close to achieving parity - local government in Lesotho (49%).
- Seychelles leads the way on women's representation in parliament (44%) but South Africa has the most even spread of women across cabinet, parliament and at the local level.
- The four worst performing countries are Swaziland, Zambia, Botswana and the DRC.

Women's representation, quotas and electoral systems in SADC countries

	Parliament - %women	Local government - % women
All Countries - No Quotas	16%	9%
All Countries - With Quotas	38%	37%
All First Past The Post	15%	15%
First Past The Post - No quota	15%	9%
First Past The Post - With quota	N/A	31%
All PR	38%	37%
PR - No quota	25%	N/A
PR - With quota	39%	37%
All Mixed	33%	40%
Mixed - No quota	27%	N/A
Mixed - With quota	36%	40%

The table shows that:

- In both local government (37%) and parliament (38%) countries with quotas have a far higher representation of women than those without (16% for parliament and 9% for local government).
- Consistent with global trends, countries with the PR system (38% for parliament and 37% for local government) have a much higher representation of women than the FPTP (15% for parliament and local government).
- Women's representation in the mixed system (33% for parliament and 40% for local government) is also much higher than the FPTP system.
- Using quotas in combination with the various electoral systems is key to increasing women's representation. For example, women comprise 9% of councillors in countries with a FPTP system and no quota, compared to 31% in countries with the FPTP system and quotas. Women in countries with a PR system and no quota comprise 25% of MPS, compared to 39% in countries with a PR system and quotas. Women in countries with a mixed system and quota comprise 36% of parliamentarians, compared to 27% in mixed systems with no quotas.
- Quotas used in combination with the PR system (39%) and mixed system (40%) yield the highest representation of women.

In Lesotho while women's representation slipped from 58% to 49.1% in the October 2011 elections, the result is not as contested as in the 2006 elections on which the law reserved 30% seats for women. Following a political outcry Lesotho amended the electoral law to reserve a third of the seats for women on a Proportional Representation (PR) system in addition to women being able to contest the First Past the Post (FPTP) seats with men.

In Mauritius, the proportion of women in local government increased from 6% to 26% in the December 2012 elections following a multi-dimensional campaign led by GL that resulted in an amendment to the Constitution and the introduction of a quota to the local government election act. The new women councillors, who received campaign training prior to the elections and now through the local government Centres of Excellence (COE) project, demonstrate how gender balance enhances equity and efficacy in service delivery. GL is now leading a campaign to have the electoral system at national level changed to a mixed system, with the maximum possible number of PR seats, and for the gender neutral quota at both national and local level to be raised from 30% to 50%. Across the region, GL is leading a campaign to ensure that special measures are taken in at least ten SADC countries to increase women's representation and effective participation in governance in the count down to 2015.



Supporters of a political party in Mauritius celebrating victory in the Municipal elections.
Photo: Loga Virahsawmy

At the local level GL has developed a methodology of mainstreaming gender into local government through the Centres of Excellence (COE) programme, in an effort to promote gender equality in service delivery. Initially started as a 6 stage process, the COE programme has been expanded to include modules in gender mainstreaming in

Local economic development and climate change aspects. The action plans that result from the process have been used to track council progress against the SADC Protocol targets.

The COE model is a ten stage process as follows:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop.	
6	Adoption of the action plan.	
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders.
8	IT for advocacy.	Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
9	Monitoring and evaluation	Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summits and awards that provide councils and communities with a platform to learn from each other on empowering women and ending violence at the local level.

Target groups



Lobatse Town Council(COE) receiving an award for overall winner in Women's Rights Category, Botswana National Summit 2014. Photo: Vincent Galathwe

The target groups for the programme are the local government councils both rural and urban in the ten SADC countries. Working from the ground upwards has proven the best way to integrate policy and community actions in gender mainstreaming as this is streamlined into the service delivery approach of local government. The programme has raised a critical mass of women and men who are pushing the gender equality agenda in the form of gender champions (the councillors) and gender focal persons (the technical persons). The GBV indicators research targets the entire community at large as the sampling technique that was used is a enumerated representative sample per locality. Women have been targeted in the programme through the personal accounts of the action that they are taking at a local level in the form of Drivers of Change stories. These personal accounts have been examples of how the programme is showing impact on the ground. Through institutional strengthening, the programme taps into the expertise and political access provided by both the local government associations and the Ministries of local government. Other partners that come to play are civil society organisations and other line ministries.

Delivery - activities and inputs

Initially GL sought to cascade national strategies for gender and local government to district level but then realised that it needed to work directly with councils to develop gender strategies and action plans linked to the SGP. Pilot work with 100 councils has since expanded to 300 councils, or about one third of the Councils in the ten countries. GL is currently devising models for cascading the COE work.

- **COE Cascading models** - The training of trainers model that GL has been involved in has reached out to at least 30 gender focal persons and gender champions per country. The cascading has also reached gender officers in countries like Lesotho and Namibia. The capacity building has enabled the cascading of the COEs to cover more councils and reach out to more beneficiaries. This sustainability has created a sense of ownership by the councils in institutionalising gender. A critical mass has been created to take up the process to leverage the GL

capacity. Some cascading models include twinning arrangements whilst others include adoption of smaller councils by larger councils. In Lesotho, the trained gender officers have taken up some of the COE stage workshops such as Stage 2 and 3 while in Zimbabwe some gender focal persons can now facilitate stages 7 & 8. The cascading models are creating small but critical multiplier effects where councils learn from each other and accelerating the COE work.

- **Action planning** - The gender action plans at the local level incorporate the targets of the SADC Protocol on Gender and ensure accountability of the council through commitment by council officials. These gender action plans incorporate GBV plans and local economic development, amongst other targets. In some cases, the action plans are costed by the council and mainstreamed across council departments. The action plans cover governance, policy frameworks, and specific interventions towards HIV/AIDS, GBV, sanitation, housing and climate change. The action plans also cover a framework for monitoring and evaluating council progress.
- **Community mobilisation** - The COE process ensures an inclusive and participatory approach to service delivery. Through the SADC protocol village workshops, the COE process dwells on empowering the communities with knowledge of the Protocol, which they can use to hold the government accountable. Through community outreach, lives have been changed, and men and women have found a platform to access justice and close the inequality gap. Presented in the simplest formats, the village workshops canvass the Protocol targets, and each community member gets to identify with an area. Some community members have proceeded to form committees to prevent and reduce GBV and HIV/AIDS. This participatory approach has improved good governance levels of the COEs through consultations with communities and feedback mechanisms.



Press conference during the study visit by Madagascar summit winners to Mauritius. Photo: Ghirish Abdhooosee

- **Knowledge generation and sharing** - The SADC Protocol summits are a platform for knowledge generation and sharing by councillors. Through gathering credible evidence to be showcased at the summits, councils learn from each other, and have a chance to network face to face. The plenaries during the summit discuss issues that affect the equal and inclusive delivery of services. The 2013 summit winners had the chance to be part of exchange visits across countries or between different

country regions. The 2013 summits attracted over 1000 participants across 12 countries, 10 of which have local government work. With 8 categories for entries, local government representatives demonstrated how through service delivery, gender can be mainstreamed and sustainability created.

- **Evidence based approach** - The local government work is monitored and evaluated by a number of systems. The online GL systems measures the progress against targets, whilst the qualitative evidence is gathered through personal accounts of beneficiaries. In-depth evidence interrogation is done during the COE verification exercise where the gender score card is used to track the progress of councils and projects to support the evidence, are analysed. This process resulted in the 135 councils analysed in 2013.
- **Drivers of change** - Through the efforts and commitment of trained council officials and politicians, Gender Links is able to cascade the COE process to create multiplier effects and reach out to more localities than if it was GL on its own. The drivers of change are awarded certificates as drivers of gender equality, and increasingly men are joining the bandwagon of these drivers of change. The drivers of change are mainly composed of the council gender focal persons and councillors in the form of gender champions. GL is constantly back-stopping and providing support to the drivers of change who are now capacitated to lead some of the stages of the COE process. In South Africa for example, the gender focal person lobbied for a mini summit mirroring the GL summits at district level. This was being replicated by a smaller council in 2013. Armed with presentation and documentation skills, the drivers of change have balanced power dynamics between politicians and council management. Most of these dedicated people have taken gender mainstreaming as a passion; they do it without remuneration whilst others have mainstreamed it within their other duties.

Outputs

- 317 Councils have joined the Centres of Excellence (COE) process; 293 have started Stage one of the COE process.
- 135 councils were verified in 2013 in an in-depth monitoring and evaluation exercise gathering evidence from the councils and the communities they represent.
- The COEs include all capital cities of the 10 target countries and a portion of rural areas.
- The COEs cover all the Anglo, Luso and Francophone regions of SADC, except for Angola.
- GL has succeeded in working closely with local government associations of each country where the relationship has been cemented with MOUs. GL has MOUs with 9 local government associations.
- Of the 317 COEs, 246 now have and are implementing gender action plans.

- The verified COEs scored an average of 55% as determined by the Gender in Local Government Score Card at the start of the project (baseline). This increased to 63% in the progress measured in March 2013. The progress is backed by evidence and shows that real progress is being made.
- The COE process has resulted in high level political support across ministries and political parties, as reflected in the high level attendance at the summits.
- COEs have allocated R4 950 986 towards gender mainstreaming.

Outreach

Direct beneficiaries

With 510 events and 10238 participants, 6867 women and 3371, the GL governance programme remains the largest. Of the total number of participants, 33% were men.

Indirect beneficiaries



Reaching out through cyber dialogues in Rose Hill Mauritius.

Photo: Ghirish Abdhoosee

The COEs connect the dots on how working on gender equality from the ground, community by community, creates a critical mass required for sustainable inclusive development in the SADC Region.

Of the 917 councils in the SADC region, GL has targeted 317 COEs to complete the 10-stage process by 2015. South Africa and Madagascar have the highest number of councils whilst Mauritius has a small geographic area and has expanded the COE process to reach district and village level. Most countries' COEs are at more than 20% of the country population. A key aspect of the COEs is that they now reach all capital cities of the 10 target countries. They also cover most of the major districts of the countries, reach out to both rural and urban communities and have the potential for replicability across countries.

The COE councils cover a population of 132,574,693: approximately 21% of the population of the SADC region. Mauritius reaches out to 100% of the population, whilst challenges are still faced in Mozambique, where only 3.3% of the population is reached.

Website: The GL website provides tools to outline which countries GL implements the governance programme. The COE programme is widely referenced by both academic and civil society sectors, where a single search yields over 1,200,000 results.



Self-branding by COEs: COEs are extending outreach through local media coverage and innovation such as monthly e-newsletters and print newsletters. Councils are increasingly seeing the importance of media as a platform for sharing knowledge. Arandis council, for example, has a monthly electronic newsletter that is distributed to the community and partners as well as other councils. This information sharing is crucial for growth and accelerating the pace for development to meet the Protocol targets.

The Mbabane municipality in Swaziland has branded its calendars, crockery and stationery to state its position of zero tolerance to GBV. The Kariba town council has included an anti-GBV statement in its monthly bills to

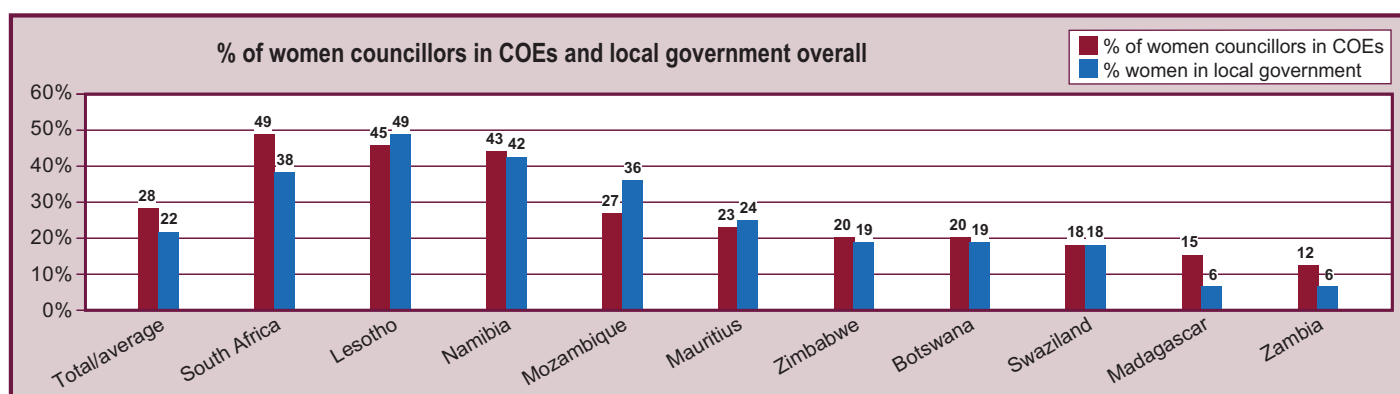
residents, continuously reminding them of the council plan of action on GBV. Councils are increasingly creating safe environments for the community, especially women, by improving security in recreation facilities, improving street lighting mainly through high mast lights and the clearing of open veld.



Gender policies supported by the gender action plans reflect council branding. Although some councils are struggling to implement their policies, some have dedicated human and financial resources to ensure that gender is mainstreamed. Related policies such as sexual harassment policies and HIV/AIDS policies are implemented in most councils. This is reflected by an HIV/AIDS corner in almost every council with some having clinics to accommodate patients. The role of local government associations as a driving force for implementation cannot be overlooked. In Zimbabwe for example, when ZILGA issues circulars on how the councils should operate, this is respected. Similarly, BALA in Botswana has been at the helm of the COE process from the beginning to the extent that some of the facilitation of workshops is done by BALA.

Outcomes

Increased representation of women in COE Councils: The proportion of women in local government varies greatly in the SADC region, from 6% in Zambia and Madagascar to 49% in Lesotho. During the year under review the proportion of women in local government declined by two percentage points in Swaziland to 14%, but quadrupled in Mauritius from 6% to 26%.



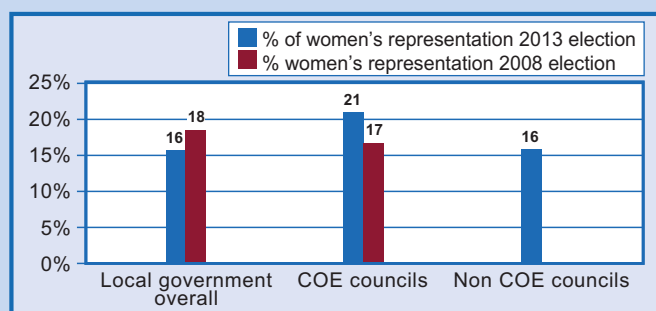
The graph shows that the percentage of women in COEs is 6% points higher than the regional local government figure of 22%. In all countries except Lesotho (which has the highest overall proportion of women in local government in the SADC region) the proportion of women in GL COE's is higher than in the national average. This is attributed to the institutionalisation of governance in the gender action plans as part of the progress indicator at the COE level. Campaigns spearheaded by women such

as the vote for a woman campaign have also contributed to the increase of women's representation at the local government level. In Zambia, Zimbabwe and Madagascar, women have been campaigning for a local government quota in their representations. This has not only increased awareness and available resources for women to access but has created networks amongst the women to support each other.

COE's rise above the average in Zimbabwean elections

The July 2013 elections in Zimbabwe, which witnessed a quota at national but not at local level, proved to be an interesting litmus test for local government. Local government has been left reeling with the least women's political representation. Women make up 34% of the 8th Parliament of Zimbabwe, with 32% in the National Assembly and 48% of Senate. Although the quota for women in parliament led to the dramatic increase from 19% in 2008 to 34%, the number of women who actually won, fell from 34 to 26. The representation of women in local government has declined from 18% in the last election to 16% in the recently ended election (ZEC).

Comparison of women's representation at local government in Zimbabwe



The graph shows that in the 2013 elections the overall proportion of women in local government in Zimbabwe dropped from 18% to 16% while in COE councils the proportion of women rose to 21%. In Beitbridge council, women's representation increased from 17% to 50% achieving the 50/50 parity. Also notable are the marked increase of representation in the urban councils. This is an indicator of the increasing empowerment of women within the urban areas. Increases were recorded from Bulawayo, Chegutu, Chitungwiza, Gweru, Harare, Ruwa and Victoria Falls. The statistics show regression in some of the rural councils namely Zvimba rural, Makoni rural, Masvingo and Chiredzi.

It is now imperative to continue the programme in the councils where steady progress has been witnessed to target the 50/50 mark in the 2018 elections. Sustained work in the newer councils will also potentially yield the



steady progress that has been observed with the older COE councils. Given the potential wins of the programme in all other sectors and in this case the demonstrated evidence in promoting women's equal representation, it is imperative that efforts to accelerate the cascading model to the rest of Zimbabwe's 92 councils is realised.

GL and the Women in Local Government Forum (WLGF) also need to use the election results to press for a quota for women in local government. Changes in electoral laws do not happen overnight. They take several months and years. There is now very clear evidence that a quota is needed for rapid increases in women's political participation. Equally, there is need to build the capacity and confidence of women through the COE process. These two processes need to go hand-in-hand in the short to medium term.

Public Participation: COEs that have shown progress have increased platforms for community participation. As a measure of good governance, these COEs have documented evidence of community meetings with sex-disaggregated data.

Forums such as community policing and GBV campaigns have been a common aspect for public participation. Some councils have gone the extra mile to share council plans and budgets with the community and to incorporate inputs from the community of these meetings. This gives a sense of inclusion for the community members in particular

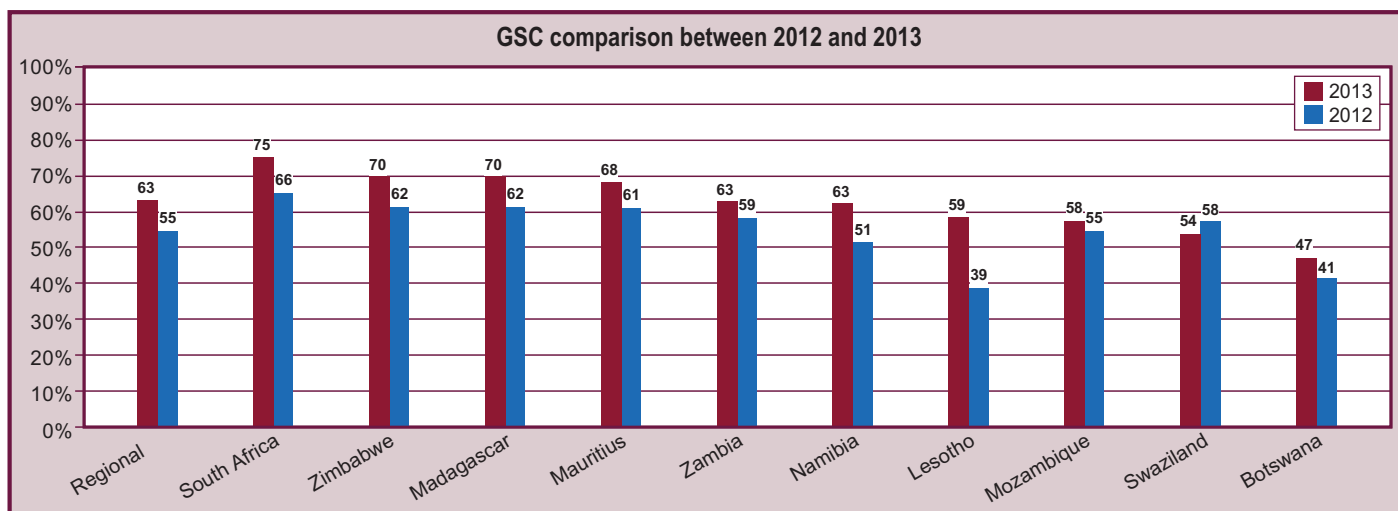
women who are usually tied to multiple roles. However, traditional settings sometimes hinder women to speak in public implying that inputs from the community are distorted by the dominating role of men in such meetings. Strong women leadership can counteract such efforts especially in traditionally strong settings.

The SADC protocol village workshops are usually a first hand interaction of community members with the Protocol. The village workshops have a potential of multiplier effects within the community and as such create a wealth of gender mainstreaming strategies within the communities.

Gender champions are now running village workshops on their own in most countries.

Gender responsive governance at the local level improving:
The COE verification exercise showed that gender is now

firmly in the agenda of most councils we work with or generally with the average score using the local government gender score card increasing from 55% at the start of the programme to 63% in 2013.



The highest baseline score amongst all councils is 96%, while the lowest is 19%. For the progress score, the highest score is 90% in South Africa and the lowest is 31% in Botswana. The highest variance of 20% points is indicated in Lesotho while the lowest of -4% points is in Swaziland. Improvement in the local government score card can be attributed to a number of factors, including the increased commitment by councils through budgets and human resources. Lesotho improved due to more women power in local government and was sustained through the local government quota. The fact that Mauritius covers 100%

means that the COE process impact is felt in both rural and urban COEs and GL can take part of the credit of progress in terms of gender mainstreaming in Mauritius. High performance of some COEs, such as Capricorn in South Africa (90% progress score) can be attributed to a dedicated gender focal person, a gender budget and strong monitoring and evaluation systems. With 37% women councillors, 45% women managers, and 55% women employees, the council emerged as an overall winner in the 2012 and 2013 regional summit. It has a dedicated budget for gender work of R500,000 per annum.

South African council leads the way on gender

"My goodness where does one even begin to describe the relationship that Capricorn District Municipality (CDM) and Gender Links (GL) have forged all these years?" asks CDM Gender Focal Person Naledi Masipa. For two years running, the Council has won the award for best gender and local government COE across the SADC region. From a baseline Gender Score Card (GSC) score of 75% in 2010, Capricorn progressed to 96% in 2012 - the highest COE score during the verification; well above the regional COE average of 63%.



Naledi Masipa, gender focal point, Capricorn District Municipality, South Africa.
Photo: Ntombi Mbadlanyana

The council did not have a gender action plan. The council had also not had any gender mainstreaming workshop before. GL facilitated the process, and I know that after the workshops and also the continuous support we received from GL a lot of things started to function effectively within the council," Masipa reflects.

The council has completed all ten stages of the COE process and adopted a mentoring role to the two other local councils of the council - Aganang and Polokwane. The district council has encouraged local municipalities to keep gender disaggregated data. The Integrated Development Plan (IDP) has also become more gender sensitive. Special efforts are now made to ensure that women attend these consultations.

The council developed its gender action plan in 2011, when South Africa held its last local government elections. Women constitute 47% of the councillors and half the managers and members of the mayoral committees. The council has established a women's caucus to ensure that

Quick Facts on Capricorn

- Baseline score - 75%; Latest score - 96%.
- Population - 1, 261, 463.
- Council Gender Budget - R500,000 per year (GBP 31,446).

service delivery includes women. Overall, women comprise 38% of council employees. HR policies on recruitment include affirmative action. Other HR policies include sexual harassment, bereavement policy, staff development and wellness.

There is a stand-alone GBV action plan spearheaded by the community including faith based groups. The council has victim support centres. The public participate actively in Take back the Night campaigns held during the Sixteen Days of Activism.

Local economic development is supported by a strategy paper prioritising youth and women. The councils have held several investor conferences to boost Local Economic Development (LED). The council supports this with training of women entrepreneurs to the tune of R310,000 per annum. The council procurement policy uses a scoring system that gives preference points to disadvantaged groups including women based on an established formula. The scoring system is supported by a procurement policy which encourages women to participate in the tendering process. The whole supply chain management system is closely monitored and audited regularly. Between 2012 and 2013, the Council issued 64 out of 145 contracts to women. 3157 women have benefited over the years from local projects.

The council uses the environmental management plan developed for all municipalities and has cascaded this to

smaller councils such as Aganang municipality to conduct waste management on their own. Capricorn ensures that women benefit equally in land and housing ownership through a financial support scheme. Water and sanitation is heavily supported by a budget and infrastructure, which incorporates job creation for women and youth.

Women are involved in water and sanitation and this is monitored through sex-disaggregated data. The council encourages women to apply for bursaries in various areas of service delivery. The council has a draft HIV/AIDS policy, an operational plan for response. The council has home based care centres and for recreation, the council has upgraded two stadiums and a community hall where the public actively participated.

The training budget for councillors and officials includes gender. A gender forum, which meets regularly, oversees the gender mainstreaming efforts. Capricorn has mobilised the community and Community Based Organisations around the SADC Gender Protocol.

In July 2011 I attended a Gender Links workshop which was being hosted by Polokwane Local Municipality," recalls Jane Dimakatso Bambo of the Kuseleka VEP Centre. "This is where I learned about the SADC Gender protocol and the different targets and thematic areas. Now I have a much broader perspective about my work. I realise that it is not just about the Centre anymore or even Polokwane, but about Southern Africa."

16 Days of activism and anti-GBV campaigns: COEs have strengthened their advocacy efforts through campaigning against gender based violence. At least half of the COEs have been involved in 16 Days campaigns, with some COEs making it a yearly event. The COEs collaborate with the community and institutions that work in the field of HIV/AIDS. The 16 Days have become a platform for dialogue between policy makers and the community. With some members of the community now able to use IT for advocacy through the 16 Days campaigns, networking has become stronger and accountability aspects more visible for local government. The most important outcome of the 16 Days is the community being able to articulate their stories and concerns on violence against women. Intertwined with human rights day and world aids day; the 16 Days have become a series of events that leave communities with tangible evidence on the ground of the commitments to create safer environments by councils. The COEs have insisted the activism lasts for the entire year due to the on-going need to create an enabling environment for service delivery.

Mossel Bay municipality has gone a step further by creating an annual summit on GBV involving the police, the community, civil society and government. In 2013 local government summit winners went on a study visit to Mossel Bay during the Sixteen Days of Activism to witness first-hand how one council has localised the summit concept. This prompted the idea of cascading summits to district level in 2014.



Take Back the Night Mossel Bay Summit Study Visit, Western Cape, South Africa.
Photo: Ntombi Mbadlanyana

The women in the communities who once feared walking at night because of rape can now be involved in the 'Take Back the night' campaign which enables them to reclaim their freedom to walk in the streets at night and to show the rapists and murderers that the community of is united against GBV. This campaign has scared would be perpetrators and fostered more active involvement by the councils in creating safe environments.

Gender aware HIV and AIDS Campaigns: Almost each council verified had an HIV/AIDS corner where members of the community could easily access the materials and protection from HIV. Some councils have testing centres and others are attached to clinics that distribute ARTs and offer counselling services. This has reduced the stigma on

HIV/AIDS by a large margin as councils have more ownership of the process and the community has participated fully.



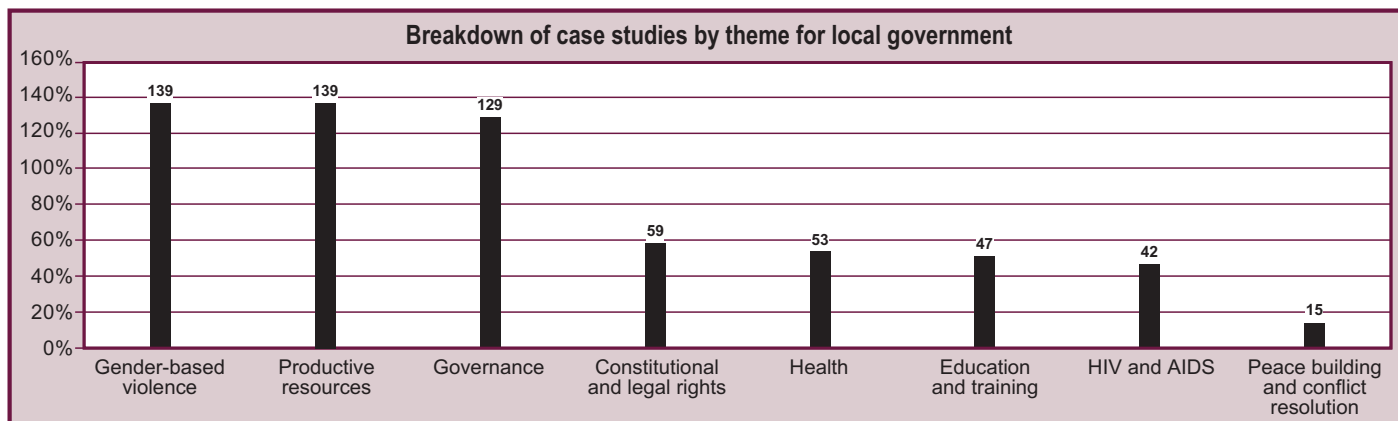
Ellie Nowases in her flower and vegetable garden.

Photo: Gender Links

In Arandis for example, Ellie Nowases has created a garden where those affected by HIV/AIDS can enjoy the refreshing environment and talk about ways to improve their lives. This garden has become a sanctuary for many who once viewed life as bleak after testing positive on HIV. The role of COEs in creating a stigma free environment for the community is a crucial one as most communities are closely knit.

Community housing projects: The need for better and safer housing has prompted COEs to focus on building houses for members of the community. It is commendable to see that COEs are targeting women to own houses and land in many of these projects. In many ways, the advantages of these projects are that they create agencies for women by increasing safety of the community, reduce poverty levels, and help community members to play active roles. As a basic necessity, the COEs have seen it beneficial to include running water and electricity in the houses, so that the effects of climate change by cutting wood are reduced. Some community members have formed associations to ensure that their communities flourish and that rate bills are met. Since the construction of houses can be expensive, councils have involved community members in building their own houses; most beneficiaries have been women. This win-win situation has seen both the local government benefiting in terms of meeting the housing demand whilst the community members have ownership in their built homes.

Gender mainstreamed into programmes



In the 2013 summits, councils show cased the highest number of best practices (139 each) in the GBV and economic development categories. This shows that councils are taking to heart the COE slogan that community by community the war against gender violence can be won!

Gender and climate change gain prominence: The COEs as the sector that experiences the climate change effects first hand have taken innovative steps in dealing with climate change. Tree planting as part of greening the councils and reducing global warming is now a planned event in most councils. This is coupled with cleaning up the localities as part of environment management practices. With adverse evidence of climate change such as floods



Who feels it, knows it: Flooding in Mauritius.

Photo: La Sentinelle

in Mozambique, Madagascar and Mauritius, councils are implementing disaster management programmes supported by relevant policies. This ensures that women benefit from the reduction of climate change effects as they are the most affected. Climate change mitigation efforts involve non-traditional roles for women but ensure inclusive service delivery. Climate change can no longer be ignored in the SADC Gender Protocol.

Local economic empowerment evident in the COEs:

Women's economic empowerment through use of locally available materials is evident in the COEs. In Namibia for example, councils are implementing the White Paper on Local Economic Development through employing LED officers and availing funds for micro-lending. Women

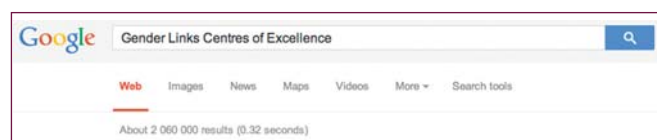
access these funds through affirmative action and policies entrenched in councils. Although COEs are still struggling with procurement and gender mainstreaming, women empowerment projects are made available to informal traders and tenders such as catering. In some COEs, such as Masvingo, women have been linked to microfinance through the New Development Fund. This has enabled women to access small to medium business opportunities in the municipality.

Gender budgets and management systems: As a result of the COE process, councils designated R4,950,986 for gender work in 2013. COEs have started putting in place structures to ensure that gender is mainstreamed in service delivery.

Country	Number of COEs with Gender Focal Persons	Number of COEs with Gender Committees	Number of COEs with GBV committees	Number of COEs with HIV/AIDS committees
Botswana	20	20	0	26
Lesotho	20	8	5	20
Madagascar	51	33	0	0
Mauritius	9	3	0	0
Mozambique	7	0	7	7
Namibia	19	0	19	0
South Africa	10	9	9	9
Swaziland	12	0	0	0
Zambia	22	22	10	10
Zimbabwe	21	4	0	0
Total	191	99	50	72

The table shows that as a result of the COE process there are now 191 gender focal persons; 99 gender committees; 50 GBV committees and 72 HIV and AIDS committees.

International recognition: Gender Links is becoming a reference point for scholarship on gender and governance. For example, the article *"Electoral gender quotes: Between equality of opportunity and equality of result,"* Gender Links is extensively cited. A comparative study of gender based electoral quotas in nearly 100 countries finds that, contrary to popular belief, quota systems are coming closer to providing equality of opportunity than equality of result. This article was cited 43 times in peer reviewed journals, and has findings which are clearly important for academics and policy makers alike.



The COEs in gender mainstreaming have become a model of bridging the gender equality gap. For example, a request from the International Women's Agency in the Pacific has indicated that the organisation has tracked GL's work in training and adaptation of resources. They would like to establish their own model of COEs based on the GL methodology. In 2013, at the 10th Women's Affairs Ministers Meeting (WAMM) in Bangladesh with 19 ministers present, the analysis by GL on trends of women's representation in Commonwealth countries received several mentions.

Challenges

Although the gender mainstreaming process has been successful in local government, challenges include:

- The limited capacity of councils means that flexibility is required in planning workshops as these are usually spearheaded by the gender focal persons.
- Some councils have battled with disasters that required urgent humanitarian attention; for example, Xai Xai during the Mozambique floods. Despite losses from the natural disasters, gains have been made to concentrate on climate change which affects first hand community members leaving little room to realise significant changes through COE workshops.
- Some councils performed poorly due to the huge gaps between resource access for rural and urban councils.
- Councils have been reluctant to sign individual Statements of Commitments. GL has worked around this through MOU's with the umbrella associations.
- Women's representation in local government COEs though marginally increased requires a holistic approach and mindset shift for not only political party leaders but for the entire electorate.
- Highly contested political terrain especially during elections pose political and scheduling challenges.
- The financial resources limited the extent to which councils can showcase the gender mainstreaming efforts as these are usually allocated small budgets.
- There is still a gap in aligning national processes with local actions in the case of constitution making, National action plans and various legislatures.

- Getting more men involved still needs more effort but GL has made strides in a number of COEs in Namibia, South Africa and Zimbabwe.
- The COE process has high costs and convening the summit increases this costs. Cost cutting measures such as having councils to contribute to workshops and using gender focal persons to roll out has reduced some of the costs. Pre-adjudication and the COE verification exercise provided a pre-summit background on progress made thereby improving the quality of evidence produced during the summit.
- GL has not always found time to attend partner events; this at times affects partner relations.

Next steps

- **COE cascading and roll out:** Following a training of trainers workshops, some of the COE workshops will be facilitated by gender focal persons and champions whilst the rest is handled by Gender Links. This model will increase sustainability and ownership of the COE process whilst at the same time enhancing impact level on the job training. From 2013, the strategy for cascading the COEs will be reviewed to include:
 - *Peer learning* amongst councils, both vertically and horizontally, as it is important for councils to be able to learn from each other, use each other as resources as well as transferring skills from one council to another. Although GL will not be able to reach all of these councils, each council can reach another through peer learning and should be advocating for peer educators to reach the other councils within the countries.
 - *Twinning arrangements* between larger and smaller COEs. These details are being worked out within each country. In Madagascar, for example, the initial 31 councils that GL worked with are each taking on a neighbouring council, with the GFP and GC of the original COEs playing a key role in the cascading.
- **Women in local government:** Elections in four countries in 2013 in the region presented an opportunity to increase women's representation at the local government level. There is need to build capacity for the women candidates and the drive for the 50/50 campaign. Convening a stakeholders meeting and training is a priority to GL to ensure that the equality aspect in the local government sphere is amplified through legislation.
- **Cascading summits to district level:** In 2014, inspired by the Mossel Bay example, GL cascaded summits from national to district level. The outcome will be reported in the 2014 annual report.
- **Entrepreneurship training:** GL is rolling out a programme linking the GBV action plans for councils with local economic empowerment. The aim is to test the hypothesis that increased agency and economic empowerment can prevent or stop GBV.

EMERGING ENTREPRENEURS

This report introduces *Taking charge!* a programme for increasing the agency of survivors of gender based violence. Since inception in 2013, this programme has trained 1027 women.

The introduction of entrepreneurship training into the GL programme for survivors of Gender Based Violence stems from the need to offer survivors the chance to be economically independent and to make life choices which will allow them to stop or prevent abuse.

The programme starts with the collection of "I" stories or personal accounts of GBV. The participants are referred by the councils in each country through such routes as social services. The next step is a three phase entrepreneurship programme.

Objectives

- To increase women's agency and independence empowering them to participate fully in all aspects of their personal and public lives.
- To explore and document the link between economic empowerment and GBV.
- To link women in the communities with local economic opportunities in the COE councils in ten Southern African countries with a long term aim for trade between councils.
- Create agency and improve GBV survivor's economic status.

Background

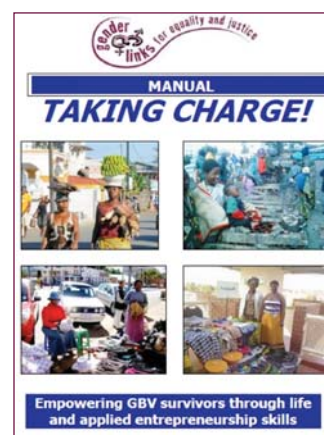
The first stage of the training provides a combination of life skills training and an introduction to entrepreneurship. This phase is aptly called "Taking charge" and is aimed at building confidence, self-esteem and a belief in a future with the prospect of economic independence.

The training contributes to the targets the SADC Protocol on Gender and Development. It specifically addresses the following targets:

- Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of gender based violence by half by 2015.
- Introduce measures to ensure that women benefit equally from economic opportunities, including those created through public procurement processes.

GL will train 1500 women in 100 councils in ten countries and aims to link them to local economic development opportunities. Through the entrepreneurship training GL will test the hypothesis that economic empowerment will increase women's agency and self-realisation thereby increasing their ability to negotiate safe relationships or to leave abusive relationships. The training focuses on a combination of:

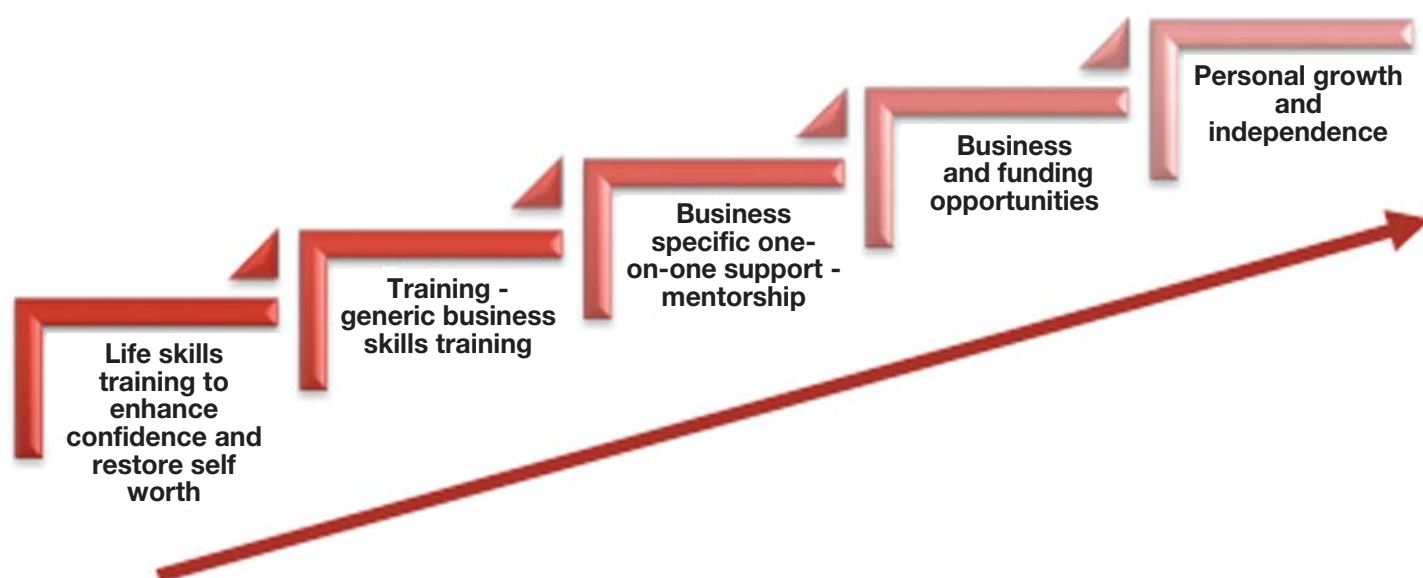
- Life skills including confidence building; writing; public speaking; decision making.
- Enterprise skills such as IT; business management; financial management; developing enterprise plans and applying for tenders.



- Networking such as developing joint proposals; working as collective to access tenders from local government.

The programme has a long way to go still but such testimony is all the motivation needed to keep building this programme

going forward to integrate all the essentials components to build both personal and business agency for survivors of GBV as demonstrated below.



Delivery - activities and inputs

The first stage of training covers issues such as understanding the concepts of sex and gender, different forms of GBV and the impact on survivors.

This is followed with a section on growing agency and the personal strength to tackle the impact of GBV. Integrated into the programme is the exploration of the links between GBV and economic development. It is widely acknowledged that there is a link between economic dependence and ability of women to extract themselves from abusive relations, especially with intimate partners.

In the first workshop, basic business concepts are introduced such as identifying business ideas, market research principles, importance of business planning and an introduction to computer usage. The latter includes the development of a basic business idea from each women. This exercise encourages women to think through business options and ideas as a basis for further and more depth investigation of opportunities that they may explore.

The second workshop then reintroduces and reinforces concepts and provides

further and more in-depth knowledge of business management principles and skills. Topics covered include starting up a business, market research, the importance of location, diversity, basic financial skills such as cash flow, record keeping, stock control and funding.

The importance of key issues which act as barriers for women in business are also emphasised such as the prevalence of saturated markets and access to finance. From workshop evaluations, many survivors have indicated the usefulness of attending the training in exposing them to wider options and ideas for pursuing economic independence.



Participants in the entrepreneurship training learning how to use computers.

Photo: Gender Links

Reflections from a facilitator



During the Gender Links Entrepreneurship workshop for survivors of GBV in one of South Africa rural towns, a mother of a young man who recently received two life sentences for the murder and rape of a young woman, joined the programme. Considering that the workshop focused on developing the economic agency of survivors of gender

based violence, at the hands of their male partners, the participation of the mother has left the facilitator to consider and reflect on the complexities and personal processes she was confronted with.

Gender based violence has been identified by numerous scholars is a result of patriarchy- regulated patterns of gender norms which allocates power and maintains male authority in the private and public sphere through a rigorous socialization process in which women are made aware of how to best fulfil their roles and responsibilities. A specific

expected norm which is implicated by patriarchy for women is the expression of love, to take care and nurture their children.

Being a survivor of gender based violence herself, the mother of this young man is now faced with the confusion and conflict that comes from being a mother/woman who needs to adhere to predetermined gender norms and at the same time deal with the emotions of own experiences.

Desperate to be part of a solution she finds herself breaking the cycle within her family and community while altogether interrogating her own parenting and whether she ignored her son's behaviour or was truly contrary to the way she raised him.

She questioned whether she did her best given what she knew and the skills she had at her disposal. She has come to understand that the abuse she suffered was socially acceptable, but now she can be a part of changing that perceived reality in her family and in her community. Being part of the workshop served as a catalyst to push her down the path of finding her voice which is almost trapped between patriarchy (familiarity which is culture, family and norms) and love, an alternative paradigm or transformation.

Emerging entrepreneurship award at the GL Summits

For the first time in 2014 entrepreneurship will be an award category for the GL summits. At each stage the judging gets a bit more challenging and the women have to make presentations at both the national and regional summits to the judges. For many of these women this is the first time that they have made a presentation but they have embraced it and which has built their confidence.

This process builds both personal and business confidence as evidenced by responses from women throughout the progression of this learning journey. The entrepreneurship training has yielded many inspirational and powerful stories of changing lives.



Fabian Sampaya, Namibia Emerging Entrepreneur facilitator, flanked by participants in the programme.

Photo: Gender Links

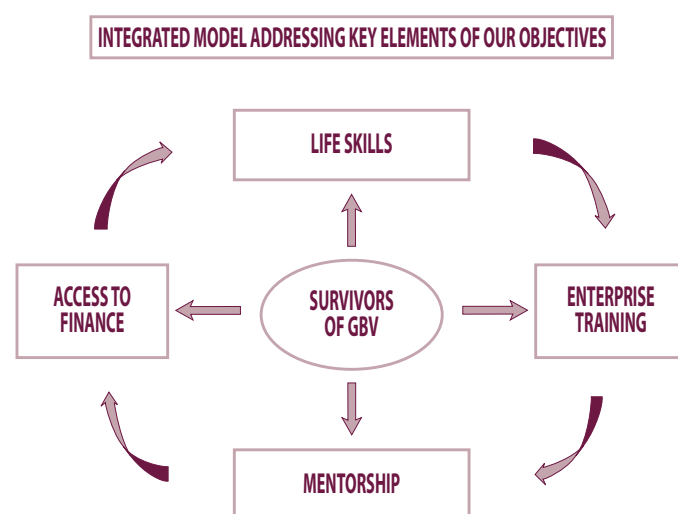
Challenges

- This is only the first step in creating agency with these survivors and a more comprehensive programme is to be introduced to continue to build both personal and entrepreneurship growth and sustainability
- Not all of the women are at the same level of engagement with their GBV experiences or understanding of enterprise and this needs to be managed in the programme in terms of content, methodology and future plans so that women can be accommodated and recognised for their efforts despite this.
- The programme will need to be revised from time to time as feedback enhances our appreciation of the needs of the target group going forward.

Next steps

- Continue to enhance the content and application of a programme of entrepreneurship development for survivors of GBV through best practice and sensitivity to local conditions.
- Introduce one on one interventions for businesses with the potential to grow.
- Provide community based support for ongoing engagement on local economic development.
- These building blocks will enhance the ability of the women to explore more fully the potential of their business ideas with support and hand holding which it is hoped will enhance the number of businesses likely to be sustainable from these workshops.

- Monitor and evaluate the impact of the programme on the participants and the local economic opportunities presented with each council.
- Support from NGOs, government and the private sector will need to become cornerstones of this programme in terms of resource provision both financially and in kind.
- Local councils play a critical role not only by identifying survivors of GBV who have sought help in the public sector. They are also playing important roles such as making inputs at workshops, supporting the enterprise work that we do and assisting the judging in some cases. Councils also provide support in kind through venue facilitation and the giving of their time at and between workshops.
- To implement the key elements of the project as illustrated below:



Having joined only a few weeks ago my most memorable experience has been a constant sense of what next? What can they possibly still throw at me, next? How can there be so much happening in one small space (relative to the rest of the world)? Truly amazing and so much energy. Now I understand why before I joined everyone who knows GL, who I told that I was joining, simply said, “Sister you are going to work” Emphasis on the work.” This gave me some indication of what to expect. It would be unjust however to not mention the welcoming environment and friendly colleagues that made my introduction a very pleasant one.



Anne Hilton.

My understanding of my role in this exciting journey of GL is to develop a comprehensive, gender appropriate entrepreneurship development programme for survivors of GBV. This needs to encapsulate key barriers that women face in enterprise development to promote the diversity and sustainability of businesses owned by survivors. The most important deliverables will be to enhance the self-confidence and self-esteem of women to respect themselves and their own abilities. Also to give them the tools they need to take the entrepreneurship journey to improve the quality of their lives and reduce their dependence on

relationships which undermine their lives and prospects.

There are very clear targets to meet for entrepreneurship within GL and a need to find ways to enhance opportunities for the recipients of the programme. This will include integrating training with access to resources such as finance and opportunities in the market.

I have made mistakes particularly with regard to the new systems which have been put in place but I am persevering and it is getting easier. I have a long interval from gender mainstreaming work and am being reminded of many aspects of gender work that I have not been involved in for a while and am catching up as I go. Some areas such as climate change are going to be especially interesting to me.

The learning I have been through has been contributed by a number of my colleagues such as Kubi and many other helpful people. Clearly the most immediate skill that I have picked up is the use of the GL Intranet. The induction process was also very helpful in understanding the organisation and the values and attitudes which set GL aside.

Excerpt from Anne Hilton's Learning Journey, 2014.



"Ever since I started making my own money, I have stopped begging my abusive and promiscuous husband to love and care for our children. I am

uneducated and for many years, I put up with my estranged husband's abuse because he was my only source of income. He would cheat on me and refuse to give me money for anything whenever I questioned his promiscuity.

He eventually dumped me for another woman and I was left alone with the children. I struggled with the children until I went back to my rural home. Life was very hard and when I had lost all hope, I heard about the Gender Links programme for GBV and from that day I have never looked back," she said.

She added that her participation had afforded her a chance to stay in hotels, something she never envisaged in her life as a housewife. "The training sessions afforded me a chance to stay in a hotel, something I had always dreamt of.

For the first meeting, they gave me \$75 as transport allowance and I saved that money and started a business which has grown to something big. I am happy because I can now afford to take care of my children.

I now pay their fees, medical bills and I am renting a flea-market. I get \$100 as maintenance from my husband which is not enough but through the entrepreneurship programme, I am now able to make my own decisions and can never take abuse from anyone." *Zimbabwean participant*

"My story journey with Gender Links began last year in 2013. As a woman who has survived violence and abuse I was not very happy about being informed about this workshop, but I went home and discussed it with my children.

I then decided to attend the workshop and there were other women involved in the process as well, it was a healing workshop it was also very painful too. I was very excited when I heard that there would be a follow up entrepreneurship training I knew that this was going to be a good period of my life for me.

I am a business woman, I have had my company, World Focus, since 2008 and the company got registered in 2010. I focus on catering and cooking, I have a tuckshop that I operate from home. Since my first encounter with Gender Links I have learnt a lot. I had a draft business plan in place. I think I was lazy to sit down and complete it correctly. I have had business training before but the training with Gender Links was different, there was a lot of empathy and encouragement from Juliana Davids, the trainer.



Susan Swart.

The capacity training was also something that I needed. Using a computer was something I was not too familiar with, but now I have an email address. "Ek is op Facebook ook," loosely translated, "I am also on Facebook now" this was a major step for me.

After the first session with Juliana it was clear to me that I was going to learn a lot I was encouraged to take my business seriously. The training with GL made me realise that I had to think beyond my backyard and I was inspired to become serious with my business. I have also learnt that I need to balance my books and be more strict with myself, this has helped me as I am able to start seeing my profits coming in, especially over the weekends and also the extra deliveries that I often make to people."

Susan Swart, Cape Agulhas Municipality.



BOTSWANA AND SADC LIAISON OFFICE



Keabonye Ntsabane, Country Manager



Roos van Dorp, Programme Officer



Vincent Galatlhwe, Programme Assistant

FACT FILE

Country	Botswana
Staff Members	Keabonye Ntsabane, Roos van Dorp, Vincent Galatlhwe
When registered	2009
Alliance focal network	BOCONGO
Governance COE's	27
Media COE's	7
Key partners	Gender Affairs Department Botswana Association of Local Authorities BOCONGO UNFPA UB Media Studies Press Council Botswana Friedrich Ebert Stiftung SADCCNGO Press Council of Botswana

"In 2011, I was elected to represent the Selebi Phikwe Council. The town is growing very rapidly and many people in my community face poverty. The majority of these people are women, making them vulnerable to violence, because they are economically dependent on men. They rely on men for housing, money and a sense of security. My message is clear: educate, educate, educate! We have to start in the villages: this is where harmful practices start. We must change all the mind-sets that hold women back.

We also need to target men, because if we can't change their mind-sets then we will not win the battle. People need to learn that marriage is about cooperation.

Being a woman politician is so difficult. Men have opportunities to network, raise resources and enhance their profiles, while women are left with domestic activities.

It is also so sad that women don't support each other. I know women can stand up for themselves, but parties must understand that for each male candidate, there should be a female candidate.



Mmapula Matlhole.

In Selebi Phikwe, Sixteen Days of Activism and Women's Day are important days for gender equality, but every day we make small steps. Women have achieved so much, but more needs to be done.

We have to continue taking the gender agenda to the villages and ensuring education starts at a young age: targeting children is crucial and we need to teach schoolgirls to be more assertive. I see it in my children who were raised by me alone. We can all do it!" - Mmapula Matlhole

Brief history of the office

In 2009, GL opened a satellite office in Botswana's capital city Gaborone, to cascade its regional programmes on a local level and to be strategically positioned close to the

headquarters of SADC. There are three full time staff members, Keabonye Ntsabane, Country manager and Roos van Dorp, Senior Programme Officer and Country Programme Assistant, Vincent Galatlhwe.

The mandate of the office includes strengthening GL's profile in Botswana, providing national programme support in the areas of Gender and Media, Governance, and Justice. Since its establishment, the office managed to create strategic partnerships with the Ministry of Local Government and Ministry of Labour and Home Affairs. These strong partnerships with the Government of Botswana have resulted in both financial support and political will for the implementation of GL's work to advance gender equality in the country. Although the country has not yet signed the SADC Gender and Development Protocol, the Gender Affairs Department signed a Memorandum of Understanding with GL in order to collaborate and conduct the Gender-Based Violence (GBV) Indicators Study.

The Department of Gender Affairs went further and shared the study with the Botswana Cabinet to highlight the disturbing increase of GBV in the country.

The Ministry of Labour and Home Affairs also recognised the plight of women and the need for awareness creation and the importance of survivors' voices. In doing so, the late Minister, Jenamiso Batshu launched the "I " Stories booklet.

Key achievements

- **Government COEs:** 27 councils have completed stages four and five and compiled their gender and gender-based violence (GBV) action plans. The office continued to increase the knowledge of the SADC Gender Protocol through numerous community level and council management meetings. In 2013, councils demonstrated commitment to the gender agenda by contributing to the logistical expenses of the Botswana SADC Gender Protocol@Work Summit, by sponsoring transport and accommodation for their participants.
- **Finding donors and acquiring funding:** GL-Botswana also managed to mobilise local funding from the American Embassy and Department of Gender Affairs for the national summit. The office also managed to sign an 18-month funding agreement with UNFPA in order for GL-Botswana to implement and roll out its mandate across the country.
- **Sixteen Days of Activism:** Almost a quarter of our councils participated in the Sixteen Days of Activism campaign: Lobatse Town Council held an all-women meeting to discuss GBV, while Selibe Phikwe Town Council, Serowe Admin Authority, Chobe District Council held various activities. Four councils also took part in GL's cyber dialogues, which involved media COEs and students. The media COEs also produced stories specifically relating to GBV and gender equality.
- **Media COEs:** The office made ground-breaking progress in March 2013, when GL-Botswana launched a combined

Gender and Media Policy for all seven media COEs. All COEs have also drafted their respective gender action plans and are advancing implementation - Stage seven.

- **Entrepreneurship training phase one:** Out of 100 survivors of GBV, 87 women attended entrepreneurship training where they learnt business skills and were taught how to compile budgets and business plans.
- **"I" Stories and Barometer:** GL-Botswana launched its first "I" Stories booklet, which consists of survivors' testimonies from five councils: Kgatleng District, Lobatse Town, Jwaneng Town, Ghanzi District and Chobe District. Both the 2012 and 2013 Botswana Gender Barometers were completed and launched in collaboration with the Department of Gender and the SADC Gender Protocol Alliance.

Key challenges

- Most local councils do not have funds deliberately allocated for gender mainstreaming activities or to carry out their gender action plans.
- Trained gender focal persons transfer from time to time and often become less active. In addition, someone new must be identified and trained. The same applies to media COEs.
- Media COEs do not own the process and must be prodded to implement and advance the gender action plans.

Lessons learnt in 2013

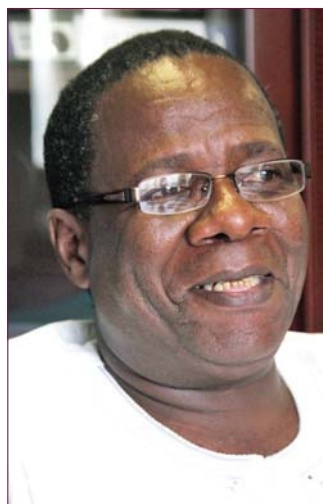
- Working closely with critical partners is the most important element in our work and there is need to keep them abreast with activities planned in the organisation.
- Constant contact with and on-going support given to COEs helps ensure that plans are finalised and actually implemented.

Key priorities for 2014

- Complete phase two of the entrepreneurship training programme.
- Identify and select five new FLOW councils, and start a new cycle of training in each of the five councils.
- Collect, compile 100 more testimonies and launch another "I" Stories booklet.
- Strengthen media COE work and complete remaining stages with existing Media COEs.
- Decentralise and cascaded the summits to the local level, by hosting district summits. Winners go to national summit.
- Strengthen relationship with the Alliance as well as regional partners.
- Mobilise local donors and continue to raise in-country funding.
- Ahead of the elections, prioritise and roll out the 50/50 campaign and hold workshops to educate women politicians as well as the media on gender sensitive reporting.
- Continue to lobby for the signing and ratification of the SADC Gender Protocol and promote the importance of a stronger post-2015 agenda.



LESOTHO



Rethabile Pholo, Board Member



Mantebheleng Mabetha, Country Manager



Ntolo Lekau, Programme Officer



Fuzakazi Mqungwana, Finance Officer

FACT FILE

Country	Lesotho
Board Member	Rethabile Pholo
Staff Members	Mantebheleng Mabetha, Ntolo Lekau, Fuzakazi Mqungwana
When registered	1 st of February 2011
Alliance focal network	Women in Law Southern Africa - (WLSA - Lesotho)
Governance COE's	30
Media COE's	-
Key partners	Ministry of Gender and Youth, Sports and Recreation, Ministry of Local Government and Cheiftainship, WLSA, EU, UNFPA, UNDP, Irish Aid, Lesotho Council of NGOs

partners. Mphafi says GL changed his life as an individual and as a representative of the community, because now his awareness of gender issues as well as the women of his community inform his decisions.



Participants the Lesotho GJLG Summit 2013.

Photo: Colleen Lowe Morna



Tsekiso Mphafi.

Tsekiso Mphafi is a councillor in Makhoarane. He knew very little about gender before 2012 when GL came to work with the Makhoarane council. Mphafi explains that before he attended the GL training he would never cook food, not even if his wife was sick, because he thought cooking was only for women.

He now appreciates the role of women, the importance of gender issues and encourages other men to respect their

As a councillor, he always reports to the community after every workshop he attends, in order to share knowledge and urge the community to put the information into practice. Mphafi has established a group of women and men, who work very closely with the Gender Protection Unit in Morija, to ensure that both the Unit and community work together to advance gender equality in the home, the workplace and on the streets.

Mphafi strongly believes that if people all work together, especially with traditional leaders, people will realise that gender equality is not about women being given the opportunity to disrespect men, but about the opportunity for all women and men to participate equally in all aspects of life.

With every passing year GL-Lesotho is growing from strength to strength. For the first time ever, we held a successful and well-attended SADC Gender Protocol@Work Summit. The Minister of Gender and Youth, Sport and Recreation Chief Thesele 'Maseribane was the guest speaker and it was heartening to see many male participants at the summit. The summit presented a great opportunity to improve men's participation in gender mainstreaming and empowering women.

Key achievements

- GL signed an MOU with the Ministry of Gender to cascade the Centres of Excellence (COE). This has helped GL and the Principal District Gender officers (PDGO) to establish 20 more COEs in 2013.
- Eight of the new councils have developed action plans, while the others have completed stages one to five of the COE process.
- Ten old COE councils attended the national summit and three winning councils participated in the Regional Summit in Johannesburg, South Africa.
- Popularised the SADC Gender Protocol: most communities did not know that Lesotho had signed the Protocol.
- Lesotho successfully completed the GBV Indicators Study, following firm support from the Minister of Gender - Chief Thesele 'Maseribane. Ten PDGOs supervised the research after receiving laptops and IT training in June 2013.
- GL is also expanding the work on economic justice through a programme to empower women survivors of gender violence: 100 survivors from five COE councils were trained on phase one.
- 79 councillors and 100 survivors were part of the Sixteen Days of Activism planning and participated in the cyber dialogues.
- Gender and economic coverage training was also conducted through the office's media work.

Key challenges

- Low literacy levels of councillors creates delays in the completion of the COE process, as it takes a long time for them to understand the processes.
- COE councils are not autonomous and cannot make decisions without getting the Ministry's consent and approval.
- Councils do not have specific budgets for gender-related activities, the Ministry dictates council budgets, and thus delays gender mainstreaming activities.
- Kick starting the media work in Lesotho has remained slow: only eight media COEs have been formed since many media houses have declined on being part of the process.

Lessons learned

- It is very important to strengthen the partnership with the Ministry of Gender to multiply their efforts and to save money in order to reach more councils and communities.

Key priorities for 2014

- To decentralise the national summit, by holding district summits for the COE councils.

- Finalise action plans in the remaining councils.
- Introduce the COE process to ten new councils to bring the total to 40.
- Launch the GBV Indicators Study.
- Complete phase two of the entrepreneurship training in five councils and start phase one and two in five new councils.
- Popularise and speed up media COE work.
- Strengthen Alliance Network by joining the Lesotho Council of Non-Governmental Organisation.

Masello Moleleki was born in the district of Mokhotlong. People from her village used to mock her and some even threatened her because she was not behaving like a 'real' Mosotho woman. However, she did not let this get in the way of her dreams. Since her husband was working in the mines in South Africa, she had to take care of everything at home, including their family taxi business.

"I have always been a strong woman, but I would not be this strong and confident if it was not for Gender Links."

- Masello Moleleki



People believed that women could not drive and that taxi drivers are and should all be men. She subverted this belief and ignored all the ridicule by becoming a taxi driver. It was difficult for her because the community and other male taxi drivers were making her life difficult, but she persevered and eventually people started to respect her and saw Moleleki's potential.

She spent most of her time in the taxi rank and was able to learn more about the male dominated world. She became close to some of the male taxi drivers and started teaching them about the importance of women and their roles in the community, besides being mothers and housewives. In 2011, GL staff visited the organisation she started- Ratanang Basali which collects donations to improve the lives of women in the community. She then applied to be a participant of the national summit under the Economic Empowerment category. After winning the award she went to the Regional Summit in Johannesburg, where she learnt not only how to present and make a power point for the first time, but also gained so many new ideas from all the other participants from across the region.

After realising how she could positively influence the community, and considering how much respect she had garnered from people, she decided to become a councillor.

In 2011 she became councillor for Hlotse Urban and attended more training on gender issues so she could help inform and encourage change in her community. She explains that women and men are now better able to participate equally and understand the importance of gender equality.

Coping with the loss of a country manager

On Saturday 30 November 2013, the sun made its usual journey from the east, cutting slowly across the blue skies to the west where it eventually disappeared into the horizon. But this sunset heralded gloom and great sorrow. Gender Link Lesotho saw the unimaginable, least expected loss of our beloved Country Manager, Mme 'Malepota Ntsoaki Suzan Mafeka. She had been at the helm of our office for no more than three years and yet her achievements were incomparable and unmatched.

This was the first ever death within the Gender Links Family. It came as a great shock to all who knew and loved her; to all who brushed shoulders with her and to the Gender Links Country Managers, most of whom were devastated by Malepota's untimely passing.

In Lesotho, we felt especially distraught because a co-worker is like a member of an extended family. We spend most of our hours with them, forging special bonds of trust and friendship that are unlike our other relationships. It was no surprise then that the loss of Malepota has been very difficult to cope with. We were all very close to her and her death was so unexpected.

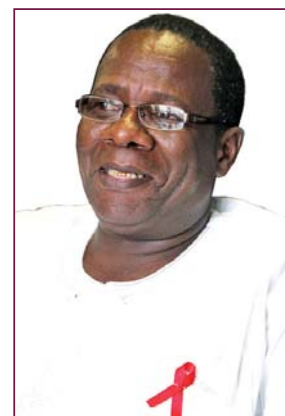
It became very difficult to focus on work for a while. This disrupted the functioning of the organisation. We became tense and irritable, adding to the usual stresses of work. For some of us, the overwhelming emotional response had

a negative influence on our physical health: deep sadness disrupted our eating and sleeping patterns, robbing us of the energy we needed to work and move on with our lives.

However, as painful as it was, and will be for a long time to come, grief is a natural process and mourning requires a lot of time to heal. We need to come to terms with the fact that our Country Manager, friend and family member is no more, though her memory will forever stay with us.

We see her behind her desk every morning and yet she is not there and the room is no longer filled with her contagious laughter. In everything we do, we hear her ever-so-sweet voice urging us to go on through thick and thin and so we soldier on to honour her memory.

We are a very small family at GL Lesotho, but our extended family is made up of Local Government Councillors and District Gender Officers. We share our feelings with these family members and this mutual support helps a great deal to go through the grieving process.



Malepota Ntsoaki Suzan Mafeka.

Photo: Trevor Davies

The support that we received from GL Headquarters and our sister offices in the SADC region served as a healing ointment to sooth our open wounds. The selflessness that our Chief Executive Officer and the GL Staff displayed during this time helped us to dedicate every fibre of our being to the exceptional send-off of our beloved 'Malepota. GL held a memorial service for staff, friends and family where they re-named a conference room in her honour. May her dear soul rest in eternal peace.

- Rethabile Pholo, Lesotho Board Member



FRANCHOPHONE



Stepping down: Reflecting on twelve years of growth

Loga Virahsawmy



Loga Virahsawmy, former Director of Gender Links Francophone Offices.
Photo: Zotonantenaina Razanadratefa

In one of my learning journeys, I said that even the elderly can keep on growing if they are at the 'University of Gender Links.' GL is part of my being, my blood and my soul. How do I possibly retire and step down?

I gave birth to two beautiful daughters who are fully registered. I also gave birth to two great GL offices in Mauritius and Madagascar, which are also fully registered. After having worked with GL on national workshops on reporting on GBV since the year 2000, I gave birth to two NGOs, Media Watch Organisation in Mauritius and GEM Plus in Seychelles that are also fully registered. Instead of giving birth to an office in the Democratic Republic of Congo, I worked with well renowned organisations like PANOS, High Authority of Media (HAM) and Congolese Union of Women in the Media (UCOFEM). Had it not been for PANOS and HAM it would have been very difficult to work in the DRC.

In 2007, before I went there for the first time, I sought help from the Mauritian Ministry of External Affairs and they advised me not to go to such a 'dangerous' country. They also said that they could not help me as I was not working for the Government of Mauritius. But, I would not take no for an answer and insisted they help me. They then sent a letter to the authorities in DRC to facilitate my visit. Since then, I have been visiting the DRC at least twice a year for different projects and workshops. The national workshop on women in politics in 2012 was the most memorable. Chairing a mock discussion with the media on one side and women politicians on the other was both challenging and inspiring. I remember the hall was so full that people had to sit on the ground.

I officially retired at the end of December 2013, with a one-month extension up to January 2014. I challenged myself at the last management meeting in January 2014,

when I walked for two hours with young members of staff including the 'queen of mountains' - Colleen Lowe Morna. When I look back, I say to myself that had it not been for GL, I would not be such an energetic 69-year-old: "Work never betrays the worker," as Colleen always says.

Since day one with Colleen and GL, my life path became a maze and got more and more complicated as she continued 'moving my cheese'. Indeed, the cheese never had time to grow mold!

In 1999, when I travelled to Lesotho with Ferial Haffajee for a Regional Conference on Reporting on Gender Based Violence, I was nervous and did not know what to expect. However, in her soft-spoken voice, Ferial made me feel at ease. Not once during this long travel from Johannesburg did she mention that she was a GL Board Member or that she would be the person training me. The Editor in Chief of the newspaper at the conference was none other than Colleen. This was my first encounter with my future boss. I learnt quickly that it is difficult to refuse anything from someone so passionate and committed to a cause. Her passion is contagious.

My next mission was to organise a launch of the handbook, *Whose News, Whose Views?* in Mauritius. The then Chairperson of Media Trust felt so flattered when I told him that Colleen will be accompanied by Thenji Mtinto - former Deputy Secretary General of the African National Congress that he immediately agreed to host the launch. I made my first speech that day. I was trembling like a leaf and my legs were like jelly. On the same evening both Thenji Mtinto and Kofi Morna - Colleen's husband, joined me for a joyful dinner at my house. I was reflecting on that first speech when I was in Malawi in October 2013 for the 50/50 campaign: I spoke in a stadium in front of 3000 people.



The former Attorney General of Mauritius, Rama Valayden, Colleen Lowe Morna CEO of Gender Links and Loga Virahsawmy former director of GL francophone offices, during the launch of the HIV and AIDS baseline report in 2006.

Photo: Danny Phillippe

In March 2002, Colleen asked me to organise a national workshop in Mauritius on *How to report on GBV*. The challenge was too tempting to refuse. I negotiated to use the venue free of charge at the Media Trust and managed to get very high-level panellists. The two facilitators Colleen and Ruth Ayisi got a shock when they saw the former President of Mauritius opening the workshop. Media Watch was born soon after the workshop and Colleen asked me to organise the same workshop in Seychelles. I was also offered a Board Member position at GL. I could not refuse such an honour.

I will never forget my experience in the Seychelles. Colleen 'moved my cheese' again and asked me to go on a pre-workshop visit. To no avail, I knocked at several doors to make contacts with people in Seychelles. My husband had the brilliant that I should write to the President of Seychelles. I went ahead and sent my husband's regards. I got an immediate reply to my letter saying that it was referred to the Ministry of Social Security in charge of Gender, and from then on, it was VIP treatment. When Colleen and I went for the actual workshop, the media coverage was so incredible that we felt like two super stars walking down the streets of Seychelles.

Ialfine Papisy - current Country Manager for our Madagascar office, saw Colleen and I on television during one of our workshops and telephoned for more information. The same night she was my guest for dinner, which was the prelude to the birth of the GL Malagasy office. My greatest lesson of humility was in 2013 in Madagascar during verification prior to the summit. People walked long distances, mothers without shoes carrying their babies. The hall was so full that they had to sit on the ground but they kept on smiling. I was proud and yet embarrassed when they all diligently queued to shake my hand and to thank me. This was the first time they saw somebody outside of their community let alone from another country! From 2002 to September 2008 - when we officially opened the GL office in Mauritius, I have worked non-stop for GL on different consultancy contracts, going to Johannesburg, DRC, Seychelles, Madagascar, Kenya and even Ethiopia. I still remember having to travel to the capital city, Port Louis to get my tickets in hard copy, as e-tickets were unheard of in the early 2000.

Some of the challenges for me revolved around the Gender and Media Base Line Study (GMBS) followed by the Gender HIV and Aids as well as the Gender and Media Progress Study (GMPS). But GL's CEO, Colleen has been my inspiration on many fronts. She is the one who decided that a special supplement must be produced after thematic workshops. Since the first reporting on GBV workshop in Mauritius, I have worked in close collaboration with media enterprises in DRC, Madagascar, Seychelles and Mauritius to produce supplements on GBV; Gender and HIV and Aids and Gender and the Economy. We produced the latest one in August 2013, when the Indian Ocean Commission asked GL to facilitate a one-week workshop. Producing supplements during workshops has become the trademark of GL and I have been able to market GL and our work.



Loga Virahsawmy and the different participants of *Business Unusual* in DRC.
Photo: Gender Links

In 2004, Colleen had the chance to present the findings of *Ring up the Changes* for members of Parliament in the Vaghjee Hall of the Legislative Assembly. Colleen met with former Speaker and the then Prime Minister, Paul Raymond Berenger prior to the launch. This was the first time a book was launched at the National Assembly.

Prior to the 2005 general elections, Colleen asked me to organise a workshop with the heads of political parties on the panel. This was the first and last time this kind of workshop was held. To my surprise, Prime Minister Paul R Berenger agreed to be on the panel. Leaders of the Labour Party, Dr Navin Ramgoolam (Current Prime Minister), Parti Mauricien Social Democrat, (now Vice-Prime Minister and Minister of Finance) and Mouvement Socialiste Mauricien were all on the panel. Just as he was supposed to give a speech, the former Prime Minister sent a representative instead. On the same evening, the government sent out a press release saying that Media Watch was a political organisation working against the government. This was the first time in the history of Mauritius that the Government issued a press release against an NGO. However, the media turned it in our favour and we got positive coverage.

The first Centres of Excellence workshop for local government in Mauritius was in response to GL's regional research, *At the Coalface*. The late Minister of Local Government, Burty David launched the study in a hall packed with councillors and officials. He officially committed himself to collaborate with GL and kept his word until his passing. He even marched with us down the streets of Rose Hill during the Sixteen Days of Activism campaign.

Mauritius, has contributed and participated in all the GL research, be it GMBS; Gender and HIV & Aids; Gender and Media Audience Study; Gender and Advertisement; Gender and Local Government; Glass Ceilings; Gender and Media Education; GMPS; annual Barometers and the Gender Based Violence Indicators Study. These indicators took me to the doorstep of the Prime Minister, as I wanted to share with him the harsh reality of GBV in Mauritius. He then wrote the foreword to the research.

A glance at the Mauritius SADC Gender Protocol Barometer shows how the former Attorney General, Rama Valayden,

took gender issues seriously after our discussion with him when he said that he was revising all laws to make the language gender neutral.

Despite our mighty accomplishments, I must admit that we are on occasion also the enemies of our own success. Some stakeholders feel threatened because GL is so proactive and always wanting to push the boundaries in the hope to achieve gender equality. I have thus had to learn to walk on eggshells and be more diplomatic, which has helped us build better alliances. I knocked at many doors and got ministers to fund and open workshops on women in politics, also securing wide media coverage. Perhaps this led to the Prime Minister awarding me the highest distinction on the recommendation of the President of the Republic. In 2012, I became the Grand Officer of the Star and Key of the Indian Ocean (G.O.S.K) for distinguished work in Mauritius.

GL Mauritius has been successful in signing an MOU with the National Empowerment Foundation, which falls under the Ministry of Social Integration, a ministry for vulnerable people. We also met the Police Commissioner to talk about

GBV and he has agreed to allow GL to conduct a nation-wide awareness campaign for all police officers.

During the Sixteen Days of Activism campaign in 2013, we trained 400 students on Gender Concepts and GBV under the National Institution of Civic Education which falls under the Prime Minister's Office.

Going to a locality and seeing a corner in a library called Gender Links is heart-warming. Since working with GL, every day the Mauritius Broadcasting Corporation (MBC) has shown their commitment to gender issues by broadcasting radio and television programmes called "*Etre Femme*" (Be a woman) in Creole and Bhojpuri, which educate citizens about gender equality. After the summit winners visited Mauritius, the MBC started a weekly television feature on women breaking stereotypes. In addition, La Sentinelle has a special page called "Gender" where many GL articles feature.

I will always count these blessings. Thank you Gender Links. Thank you Colleen.



Ramandason Jaona Ministry of Population representative, Pablo Isla Villar EU representative and Ialfine Papisy.

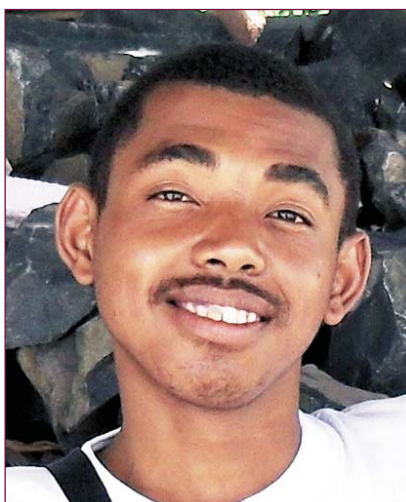
Photo: Gender Links



MADAGASCAR



Ialfine Papisy, Country Manager



Zotonantenaina Razanadratafa, Programme Assistant



Claudia Rakotonirina, Programme Officer

FACT FILE

Country	Madagascar
Staff Members	Ialfine Papisy - Country Manager Zotonantenaina Razanadratafa - Programme Assistant Claudia Rakotonirina - Programme Officer
When registered	30 June 2011
Alliance focal network	Fédération pour la Promotion Féminine et Enfantine (FPFE)
Governance COE's	51
Media COE's	6
Key partners	Association des Elus Sensible au Genre (AESC), Conseil National des Femmes de Madagascar (CNFM), EISA, UNESCO, UNFPA, UNDP, Ministère de la Population et des Affaires Sociales, Centre de Presse Malagasy, Direction Interdisciplinaire et de Formation Professionnelle(DIFP), Université d'Antananarivo



Zalfina Ranedson, Mayor of Miantso.

Miantso is a difficult council; basic services like water, electricity and sanitation are nearly non-existent. People have to walk for over 30 kilometres to attend council meetings. Despite all this adversity, they remain committed. The Mayor - Zalfina Ranedson may be soft spoken, but she commands respect and gets work done.

Ranedson is also a midwife, and when the health centre is in need of help, she assists over and above her political duties. As mayor, she is in charge of the council budget and has to make sure that the cake is well divided, including for gender mainstreaming activities.

Ranedson rolled out all the stages of the COE process, and as soon as the action plan was developed, she put in place a Gender Steering Committee to ensure the plan is implemented, monitored and evaluated. "We must know where we are going wrong and correct the gaps," asserts Ranedson. Following the action plan, she is now focussing on providing women with skills and empowering women on food security. With her own money, she is helping 160 vulnerable women by giving them food and seeds to grow their own food. She also buys medication for the sick, "The problem is that we do not have a pharmacy in our Council, but only a little warehouse with the basic drugs." She is also developing the project "Latrine pour tous" (Latrine for everybody) aiming to help ensure every household has a toilet.

With the financial support of the Food and Agriculture Organisation, National Office for Nutrition and SAHA-Madagascar, she has set up a canteen for schoolchildren that serves free food. "By doing this, children are now coming to school. This is a big encouragement, otherwise they prefer to remain on the streets."

Ranedson says that without Gender Links, she would not have understood the importance of gender equality. Following the COE workshops, she now takes into account the needs of women and is implementing all she has learned from the training. She has put projects in place that address women and climate change as well as Health and HIV and Aids.

"Gender Links helped me gain confidence and, as a politician, I am doing tremendous work for my community, especially women. I attribute my success to Eva Ravaloriaka, Mayor of Majakanji, as I have followed all her work and have tried to use her model. Ialfine Papasy is also a role model for me as she has a strong personality."

Key achievements

- **National Gender Protocol@Work Summit:** GL Madagascar Office held its second summit on 18 to 20 March 2013 at the Hotel Colbert, Antananarivo. 18 trophies were awarded for the best practices, including 13 women and 5 men. 174 applications from 165 participants, including 111 women and 54 men were registered for this competition. From the 22 regions of Madagascar, participants were composed of presidents of associations and NGOs, representatives of municipalities, mayors, municipal councilors, journalists and media house owners, including media and government Centres of Excellence.

Deputy Prime Minister in charge of Development and Planning Hajo Andrianainarivelo gave a keynote address at the official opening of the summit where he emphasised the responsibility of both men and women in development. He stressed in his speech that women play a crucial role in all areas and without equal participation and collaboration, development efforts would be in vain. He also stressed the importance of implementation of regional and international instruments signed by Madagascar.

The main issues raised by participants' case studies were the persistence of gender stereotypes in almost all Malagasy communities, lack of awareness, lack of access to education, the insufficiency of counseling centres for survivors of violence, but also a general lack of political willingness to mainstream gender in existing development programs.

On a positive note, the 2013 summit saw a greater participation of the media personnel. Several journalists from six media houses from across the country came to present their best practice. At the end of the summit, like the other winners, four winning journalists went on to represent Madagascar at the Regional Summit in Johannesburg in April 2013.

- **Governance:** During 2013, the team focused its efforts on completing the COE stages of the 16 councils funded by UNDP in 2012. Unfortunately, funding for UNDP did not include the development of gender action plans and fight against gender-based violence (GBV), under stage five and six of the COE process.
- **Media:** 2013 also saw a marked increase in the participation of journalists during the Sixteen Days of Activism campaign. This participation was made possible by the in partnership with the Department of Interdisciplinary Professional Training (DIFP) within the University of Antananarivo. A training workshop was organised for journalists and students before the campaign. The topics covered in this workshop focused on GBV, HIV and Aids, and investigative journalism.

Following the workshop, GL planned several field trips for journalists and students in order to put into practice what they learned. These field trips were also an

opportunity to link media and government because the sites selected for the reporting were COE councils, including Bongatsara, Moramanga, Toamasina and Morondava. GL has also developed a partnership with the Malagasy Press Centre (CPM) that promotes the professionalism of journalists and democracy in Madagascar.

- **Entrepreneurship training:** The councils of Bongatsara, Tsiafahy, Moramanga, Toamasina and Morondava took part in the entrepreneurship programme, which aimed at economically empowering women survivors of GBV. The office collected a total of 87 "I" Stories: 18 from Bongatsara, 15 from Tsiafahy, 18 from Moramanga, 16 from Toamasina and 20 from Morondava. Following the collection of "I" Stories, a five-day training was conducted to strengthen the capacity of these survivors by teaching entrepreneurship and marketing skills.
- **Sixteen Days of Activism Campaign:** In 2013, the campaign was marked by cyber dialogues and a conference debate with experts. The cyber dialogues saw the participation of four councils as well as media personnel. Four cyber dialogues were organised under different themes: Gender and climate change, GBV and women empowerment, HIV and AIDS and cyber violence. In addition, in conjunction with the Francophone GL News Service, several articles were also published in order to raise the awareness of gender equality and GBV.



Sixteen Days of Activism march in Madagascar.

Photo: Zoto Razanandratela

Key challenges

- The political instability in the country.
- Shortage of human resources.

Lessons learned

- Planning is crucial: good results are achieved with good planning.

Key priorities for 2014

- Implement the "Women and local elections" project with the EU and implement the 50/50 campaign.
- Finish all outstanding stages with the old councils.
- Continue with and complete entrepreneurship project and cascade to other areas.



MAURITIUS OFFICE



Loga Virahsawmy, Board Member



Anushka Virahsawmy, Country Manager



Girish Abdhoosee, Programme Assistant

FACT FILE

Country	Mauritius
Board Member	Loga Virahsawmy
Staff Members	Anushka Virahsawmy, Ghirish Abdhoosee
When registered	3 September 2008
Alliance focal network	Media Watch Organisation
Governance COE's	42
Media COE's	4
Key partners	National Empowerment Foundation, Ministry of Gender Equality, Child Development and Family Welfare, Equal Opportunities Commission, Small and Medium Enterprise Development Authority (SMEDA), National Women Entrepreneur Council, National Women Council, Ministry of Health and Quality of Life, Ministry of Environment and Sustainable Development, Ministry of Local Government and Outer Islands, Mauritius Broadcasting Corporation, La Sentinelle Group, Media Watch Organisation and Women in Networking (WIN), Le Defi Media Group

Overall 2013, was a memorable year, but the most memorable events were the two entrepreneurship workshops held for survivors of gender-based violence (GBV). Some women came with their young children so we had to be proactive and imaginative to quickly organise a children's corner with some drawing and painting materials. At the end of the day, we received beautiful artwork from the children as gifts.

Many women spoke about their different experiences and shared ideas on how best to start small businesses and how to sell their products.

A few women complained that they were finding it difficult to grow or sell vegetables on their premises, as they needed permits from the Municipal Councils. We immediately telephoned the Councils informing them about these women's vulnerable situation. The Councils took the matter seriously and the women finally got their permits.

Those who got their business certificate from the Registrar of Companies shared their experiences and offered to help the other women. It was inspiring to see the determination of all these women who wanted to exercise their rights and agency. They felt empowered to become entrepreneurs instead of staying in abusive and vulnerable situations, ready to take their futures into their own hands and achieve their goals and dreams.

Background of the Mauritius office

GL established the office in September 2008 with the specific aim to focus on three main areas of work: gender and governance, media and gender justice.

The primary partner of GL-Mauritius is Media Watch Organisation, which is also the focal network of the SADC Gender Protocol Alliance. The office has also signed an MOU with the National Empowerment Foundation and the COE process will begin early 2014. GL-Mauritius has garnered a lot of support from many different stakeholders and government ministries during workshops and events.

Key achievements

- **COE workshops for local government and media**
For the first time the office sourced its own funding which was enough to cover all workshops. This in-kind support went far beyond our expectations. Furthermore, the media

coverage of all GL events has been incredible. We committed to submitting 35 local government COE action plans to GL-Head Office by the end of December 2013, but we surpassed this goal and submitted 42. High-level officials and government ministers including the Vice-Prime Minister, attended and opened some of the workshops.

Many changing lives case studies were written during these workshops. The office also got a contract from the Indian Ocean Commission to facilitate a one-week workshop for journalists from Comores, Seychelles, Madagascar and Mauritius on reporting on GBV. The outcome was a special supplement which appeared in L'Express and a Code of Ethics approved by the journalists.

- **SADC Gender Protocol@Work summits**

The national summit was a great success, which led to a delegation of 16 people including the Minister of Local Government and the Chair of the Equal Opportunity Commission attending the Regional Summit in Johannesburg, where the minister gave the keynote address and Mauritius scooped eight awards.

- **Summit winners study visit to Mauritius**

As part of a comprehensive peer-learning programme, 16 participants from the region attended a series of workshops and activities in different localities and media enterprises. The office made history by getting the Minister of Local Government to facilitate a half-day workshop on Mauritius's massive increase of the percentage of women from 6.4% to 28% in one election. Minister Hervee Aimee and Brian Glover-Chair of the Equal Opportunity Commission also presented at the SADC Gender Protocol Alliance workshop. Dan Callikan, Director General of the Mauritius Broadcasting Corporation gave a keynote and closing address for the one-week programme.



Loga, Jody and Anushka prepping for the Sixteen Days of Activism.

Photo: Colleen Lowe Morna

- **Entrepreneurship Programme for GBV Survivors**

Out of the 100 personal testimonies collected from survivors of GBV, 64 women from five selected localities followed the one-week entrepreneurship training. Over 50% have become economically independent. These women recognise the importance of their agency and economic empowerment in leaving violent relationships.

- **Launch of SADC Gender Protocol Barometer**

On 12 December 2013, the Chairperson of the Equality Opportunity Commission launched the Barometer after

giving a keynote address while the Chairperson of MACOSS responded to the findings of the Barometer. The Mayor - Mario Bienvenue made the closing address thanking GL for leaving a giant footprint in Mauritius and pledging the council's commitment to GL's work.

- **Sixteen Days of Activism**

The five localities involved in the Entrepreneurship Programme for GBV survivors gave their full support to developing strategic initiatives and events during the Sixteen Days of Activism campaign. In some areas, there were marches while in others there were workshops and performances on GBV. It was encouraging to see many children and adolescents participating in different ways by decorating banners, writing poems and marching. Media practitioners attended training while the Mauritius Broadcasting Corporation covered the different events.

- **National Institute for Civic Education (NICE)**

The Prime Minister's office called upon GL to work with 400 students to educate them on gender equality and GBV. Following the training, the Prime Minister's Office sent a letter to GL, thanking us for empowering the students on the challenges facing Mauritius and the world.

Key challenges

- Although the office garnered in-kind support from Australian Aid and other partners, we have not been successful in gaining permanent and sustainable funding to become economically independent.
- The Barometer needed revisiting. Finding new statistics and information proved to be challenging.
- The Central Government has taken over a lot of work from different localities meaning that action plans will need to be revised.
- Although it is positive that media COEs are reporting on gender in different areas of society, they need to ensure journalists are properly trained on reporting sensitively on gender.

Lessons learned

- The office can and must continue in garnering in-kind support.
- GL-Mauritius is well known nationally and has valuable relationships with several stakeholders including Prime Minister's Office and other ministries.
- The GL programme is not one-size-fits-all and the Mauritius office must strive to adapt programmes to suit the issues specific to Mauritius.

Key priorities for 2014

- Hold workshops in more villages.
- Complete COE stages seven and eight.
- Roll out entrepreneurship and literacy training in another five localities
- Hold another successful national summit.
- Increase and diversify participation of Sixteen Days of Activism Campaign.
- Continue with strengthening the Alliance and press on with the 50/50 and stronger post-2015 agenda campaign.



LUSOPHONE

MOZAMBIQUE



Marta Cumbi, Board Member



Alice Banze, Lusophone Director & Country Manager



Valentina Madope, Programme Officer



Ruben Covane, Field Assistant

FACT FILE

Country	Mozambique
Board Member	Marta Cumbi
Director	Alice Banze
Staff Members	Valentina Madope, Xavier Cafricano, Ruben Covane, Arcénia Mucavel
When registered	March 2011
Alliance focal network	Mozambique - Forum Mulher Angola - Plataforma Mulher em Acção
Governance COE's	19
Media COE's	12
Key partners	Ministry of Women and Social Affairs, Ministry of Environment, Mozambique Parliament, UN WOMEN, MASC, DIALOGO, IBIS, UNDP, Swedish Embassy, Austrian Embassy, Journalism School, Eduardo Mondlane University, IREX

grounds for divorce. Isabel left his house and never returned. Since then, Isabel has worked for the empowerment of women in Maputo, helping women who are in similar situations as she was. She is the Executive Director of the Mozambican Association for Empowerment and Psychological Assistance.

Isabel believes that her involvement with GL provided great personal and professional insight, which encouraged her to fight for social justice. She says the training made her a stronger person who has the courage to face reality, face her own problems and the problems of others. "I can face whatever challenge comes my way." Isabel is especially grateful that the workshops provided a platform for sharing knowledge and experiences, and feels she has helped empower other women by informing them that agency is crucial and they must not be financially dependent on men.

The biggest change Isabel brought to her community is the "Good Neighbour Principle", whereby people from the same community help one another to solve personal and social issues. Community members also volunteer at the local clinics and other social service offices. The inclusion of the "Good Neighbour Principle" in the public sector has improved the quality of the district's service delivery and people are being attended to with respect and dignity.

Isabel plans to advance the "Good Neighbour" approach in other local structures and community organisations, "We still need to train and strengthen more good neighbours so that we can have more active voices fighting for their rights."

GL brought some more light to my life - Marcelina Isabel



Marcelina Isabel.

Under the instruction of her parents, Marcelina Isabel was married at the age of 17. Her marriage was a result of an agreement made between her father and her new 20-year-old husband. As time passed, she realised that she had been used by her father to gain his own profits.

Isabel also realised that the best weapon to fight her situation was to continue studying and suspend intimacy with her husband.

When she was about to finish her first degree, one of the husband's girlfriends came to the house and beat her badly. She believed it was a blessing in disguise because she had

Key Achievements

- **First national Protocol@Work Summit:** The office hosted its first national summit in 2013. Although organising the event was very challenging for the team, they embraced the new experience and managed to involve various Mozambican authorities such as local government leaders and other highly respected institutions, leading to a successful summit. The award winners went on to represent Mozambique at the Regional Summit in Johannesburg.
- **Training of Trainers seminary:** This was hosted at the same time of the summit. Participants found it very interesting and shared the knowledge and experience that they gained with their work places.
- **Women in Politics Workshop:** This was another “wow moment” for the office. This workshop was facilitated soon after the Regional Summit in South Africa. The seminary was valuable for our participants who were already working in the political arena but lacked some confidence and support to take a step further in their political careers. One of the participants even became the Council Mayor in Chóckwè.

Transition period from 2013-2014

50/50 Campaign

- The 50/50 Campaign is gaining momentum and will be launched by the former Prime Minister Dr Luisa Dias Diogo at the national summit in April 2014. Dr Verónica Macamo also pledged commitment on behalf of the Mozambique Parliament.

Governance

- Seven COEs have completed the COE process.
- The COE process has been cascaded in 12 more district councils.
- Old and new councils have either signed and renewed MOUs.
- COE heads have been proactive in implementing the COE work and have committed to both creating and strengthening gender units.

Media

- Revived the media work by renewing old partnerships and creating new ones.



Participants of the women in politics workshop.

Photo: Ruben Covane

- Media COEs have been trained and are drafting gender policies.
- One media house is implementing the gender policy.

Alliance

- A village meeting was held with key partners to validate the 2013 country Barometer, which was then finalised.
- Discussions around costing of the alignment of the national gender policy and action plan to the 28 targets of the SADC Gender Protocol were initiated.
- Contact was made with the Angola alliance focal point to revive broader Lusophone operations.



Partners and COEs signing MOU's during verification.

Photo: Ruben Covane

Entrepreneurship

- The entrepreneurship programme did manage to gain some momentum after the completion of phase one and two. Successful candidates then went on to present at the national summit. The five winners and five runner-ups managed to draw comprehensive business plans.

Key Challenges

- Political instability poses a threat to peace and security in Mozambique.
- Donors seem weary of releasing funds, thus need to be lobbied to secure confidence in GL's work.
- Rebuilding the office might delay some advances in other key areas - although needed.
- Making progress in Angola remains a struggle. Efforts must be strengthened to ensure potential partners buy-in and visit Mozambique to learn from the work being done here.

Lessons Learned

- We need a clear and strong partnership strategy, in and outside of Mozambique - having that in place will ensure the programme soars to greater heights.

Key priorities for 2014

- Raise funds and secure more donors.
- Collaborate with and build the capacity of our key partners.
- Advance our media and local government COE work.
- Continue implementation of phases one and two of the entrepreneurship programme.
- Finalise the 2013 Angola Barometer and update barometers for 2014.
- Make sure that the 50/50 campaign gains momentum. Create strategic partnerships with influential citizens, celebrities and media houses to popularise the campaign.



NAMIBIA



Emily Brown, Board Member



Sarry Xoagus-Eises, Country Manager



Beverley Mpho Slinger, Programme Officer

FACT FILE

Country	Namibia
Board Member	Emily May Brown
Staff Members	Sarry Xoagus-Eises, Beverley Slinger, Albertina Ngaruka
When registered	26 January 2012
Alliance focal network	NANGOF/Alliance
Governance COE's	27
Media COE's	1
Key partners	Ministry of Gender Equality and Child Welfare, ALAN/NALAO/PON/AMICAALL, NANGOF



"I am the Human Resources Manager at Tsumeb Municipality. As a local authority, we are responsible for service-delivery to the entire community. After the training conducted by GL, I realised the importance of gender. We had an informative meeting with council's

management and they are fully supportive of gender development in council. We have a plan in place to train more women in jobs that are dominated by men in order to have a balanced workforce. The only challenge is that it will take time before women are equipped with skills especially within the technical arena.

Committee members have supported me in efforts towards gender equality, since gender applies not only at the workplace, but also in the rest of the community. For example, we need to ensure other stakeholders are recruiting

teachers and enrolling learners according to gender-aware principles and to bring about gender balance. We are looking forward to working with GL on the remaining stages of the COE process." - *Monique Muturi, Human Resources Manager, Tsumeb Municipality*

Since 2011, GL-Namibia office operated from the country manager's home of Sarry Xoagus-Eises. Despite all GL work and activities taking place in a confined space, we made great strides. In 2011, a NEPAD Tender of N\$3,5 million was secured for the purpose of cascading the media and local government Centres of Excellence. The GL office was then established in late 2012. Partnerships with organisations such as the Association of Local Authorities in Namibia (ALAN), The Namibian Association of Local Authority Officers (NALAO) and the Alliance of Mayors and Municipal Leaders (AMICAALL) intensified and accelerated the work of GL-Namibia.

Other areas of work have been the entrepreneurship, training, Sixteen Days of Activism as well as strengthening our relationship and collaboration with the Ministry of Gender Equality and Child Welfare and Ministry of Local Government Housing and Rural Development.

Our partners like AMICAALL have co-facilitated the COE process in-country, especially the HIV and Aids component, while GL-Namibia has also been linking HIV & Aids with care-work and using the Ministry of Gender's Policy on Community Home-Based Care (CHBC). GL was instrumental in lobbying for the formulation of this policy, which has ensured that HIV and Aids is mainstreamed in all its activities.

In the SADC Gender Protocol Barometer, Namibia ranks third in having successfully implemented requirements of the SADC Gender Protocol. All new councils under review have managed to do a gender audit. The ten councils who have reached stages one to five are based in the Omusati, Kunene, Erongo, Oshikoto, Ohangwena and Oshana regions and their action plans are based in line with the Protocol geared towards efficient, effective and sound democratic principles of good governance in Local Authorities.

Key achievements

- **Namibia hosted its second successful national summit** bringing together partners, media and government COEs to share best practice, reward commitment and drivers of change. Awards were presented to 12 women and seven men who went on to the Regional Summit in Johannesburg
- **Local Government COEs:** 15 new town councils/municipalities/villages were identified in 2013. Over 67% of the targeted COE councils were reached between the reporting periods from August to November 2013. Twelve existing councils completed the stages of COE process during 2013. Four Councils are still working toward completion: the Municipality of Swakopmund, has completed stage one and the City of Windhoek completed stages one to three. The other ten councils that successfully completed stages one to five are Ruacana, Henties Bay, Eenhana, Oshakati, Ondangwa, Tsumeb, Omaruru, Omuthiya, Khorixas and Kamanjab. They now have action plans that would assist in implementing gender-aware service delivery. Fifteen councils have signed a statement of commitment with GL Namibia to ensure speedy implementation of their action plans.

Since the introduction of the COE process and training in gender budgeting the Arandis, Keetmanshoop, Otavi, Outjo and Otjiwarongo councils developed a specific budget to fight gender-based violence (GBV) in their communities and also developed various activities during the Sixteen Days of Activism campaign. The office is in the process of getting additional councils to do the same.

- **SADC Gender Protocol Barometer:** In 2013, Rosalia Nghidinwa from the Ministry of Gender informed GL that her government views the Barometer with high respect and that she has taken it to the President, and



2013 Namibia Summit.

Photo: Frans Uwanga

he was pleased to receive the information. The minister also urged other civil society organisations to follow in GL's footsteps. The new partnership with NEPAD has been fruitful: NEPAD promised the Ministry that they would apply for some funding to help implement some of the areas of critical concern also saying that GL is a force to be reckoned with.

- **National Action Plan Assistance:** The Ministry of Gender Equality and Child Welfare invited GL- Namibia to assist with the costing of the National Action Plan for the implementation of one of the main thematic areas of the SADC Protocol which, amongst others, is to halve the incidence of GBV by 2015. A workshop was held to strengthen the multi-sectoral approach to the National Action Plan in the hope to bring together various stakeholders for the purpose of effective implementation. This collaboration also solidified the Ministry's commitment to work with GL on the GBV Indicators in 2014.
- **"I" stories:** Over 100 women survivors of GBV have written their 'I' stories in order to share, heal themselves and to help educate Namibians about abuse and violence and inspire women in similar situations.

Key challenges

- Difficulty in initiating partnerships on a regional level and would be good to improve the commemoration of structures.
- The MOU with the Ministry of Gender is still outstanding and needs to be signed.
- Three councils have not done stages one to five of the government COE process.
- Walvis Bay Council has only completed stages one and two.
- The City of Windhoek needs to still complete stages four and five.
- Councils' activity calendar are not always compatible with that of GL-Namibia and some Councillors are not committed to attending the training sessions. This creates delays in implementation of the COE stages.
- The drawing up of action plans has proven to be a big challenge, especially with traditional leaders.
- Media work lags behind: The MOU and the COE stages with Polytechnic of Namibia and the Namibian Broadcasting Corporation have not been initiated and this work needs to be urgently rolled out.

Lessons learnt

- Councils need to be encouraged to own the COE process and gender mainstreaming activities in-country. Thus sharing of best practice allows councils to improve on their delivery. Exchange visits between councils must be embraced.
- Action plans and gender budgets are important for effective implementation.
- MOUs are especially important in ensuring and concretising commitment.
- Sharing best practice on a regional level is useful in the same way for both COEs and GL offices.

Key priorities for 2014

- NEPAD funding comes to an end in July 2014 and new donors must be brought on board.
- Identify ten more Councils for 2014.
- Educate women and men about the 50/50 campaign, to encourage more women in decision-making.
- Ensure HIV and Aids as well as climate change remain on the agenda at council meetings.
- Finalise and sign a MOU with the Ministry of Gender Equality and Child Welfare and the Ministry of Local government Housing and Rural Development strengthen of partnerships and ensure commitment.
- Introduce of the GBV Indicators proposal to the Permanent Secretary of the Ministry of Gender Equality and Child Welfare.
- Advance training for the Ministry's Liaison Officers, Gender Focal person and gender champions.
- Encourage other council's to draft and implement gender budgets for their action plans.
- Embark on fact-finding visit to the Governor for political buy-in for further cascading of GL work across the country. The Ministry of Gender's suggestion that GL start the COE process at the national level with Governors of 14 regions would be a good approach as they feel that all activities at the local level dependent on the Governors as they report directly to the President.
- Kick-start and revitalise media COE work.

Being a board member



Emily Brown.

After facing many challenges in finding a financial officer for the Namibian office, we finally have someone in place.

Emily Brown has and continues to play an advisory and mentoring role for the GL office and its permanent staff also acting as an important intermediary between the office and GL-HQ. Brown has provided important financial oversight. As a board member, Brown has tried as far as possible to identify best practices for this job and achieving the desired level of application and professionalism from new staff. Brown has also participated in important meetings with donors and key partners and has reported thoroughly on what transpires. In terms of official events, like most board members, she has stepped in as director of ceremonies, has assisted and aided in the success of GL events. Brown has also been instrumental in the advancement of the media COE work. She has helped organise a meeting with the Director-General of the National broadcaster, Namibian Broadcasting Corporation (NBC) and management to discuss and commence the consultative workshop that would lead to the policy drafting stage. The workshop should be held in February 2014. Brown was also invited to speak at the Global Forum on Media and Gender hosted by UNESCO in Bangkok in December 2013. She expressed pride and gratitude having not only the opportunity to speak at this forum, but having the opportunity to work with three very talented and tenacious GL Head Office staff members. However, the sad passing

of Lesotho Country Manager-Malepota Mafeka, meant Brown had to stand in for CEO-Colleen Lowe Morna. "It meant staying focused to get to the sessions where the CEO had to be a panelist or speaker. However, we gave of our best and kept the GL flag flying high in Thailand."

A small village with city ambition



Katrina and Willem Rooi with their children.

Photo: Gender Links

Aroab Village Council, which is led by a woman, is one of GL's COEs and has completed all the stages of the COE process. The council now has a gender action plan, draft gender policy as well as a Gender Committee. In 2013 the council participated in the national SADC Gender Protocol@Work Summit winning the local government COE award. At the Regional Summit the council scooped two awards for COE work and its housing project which aims to address the village's poverty and helped relocate families from informal settlements into proper housing. This social housing scheme has mostly benefitted women.

The council's gender aware leadership is also evident in the recent brickmaking project that saw many women contracted to make the bricks for the social housing project. Katrina Rooi who has with her family benefitted from the social housing scheme says, "I am happy to have a house, a place of safety, a place with running water and electricity and sewerage." The council also has a few income generating projects in place to contribute to its financial sustainability.

A beacon of support

As a councillor in Otjiwarongo, the work of Anna Nakatana involves attending council and community meetings, and addressing the community's concerns. Collaborating with her fellow councillors, she works to find solutions to their problems. Nakatana is especially concerned about the community's security and particularly the safety of women.



Anna Nakatana.

This led her to join the Community Against Crime forum in Otjiwarongo in 2011, where her efforts earned her the position of Secretary for the Community Stop Crime campaign.

Nakatana was born in Otjiwarongo and attended school at the Augustineum College. Her political career started at Augustineum where she was Youth Secretary for the student movement. Following a school strike while at Augustineum, she started her nursing career in Tsumeb and she later worked in Outjo and Otjiwarongo until her retirement in 2010.

While in the nursing profession, she developed a deep care for the wellbeing of human kind. All her experiences shaped her politics and her quest to lead a safe and crime-free community.

She became a councillor for the Otjiwarongo Local Authority in December 2010, holding the portfolio of Women and Gender Affairs.

"Being a political leader has been one of the best experiences, because it has helped to make it easy for me to carry out my outreach services to the communities and also to find solutions to problems affecting the community."

Nakatana has always been a beacon of support in the community, and as a councillor, the community regards her as more than just a politician.

"I remember one night a stone was thrown on my roof to wake me up. A woman about to give birth was brought to my house. Due to my knowledge and experience, I assisted the woman in labour to deliver two healthy twin boys. To this day, we are still in contact. The other incident was when my neighbour's son was badly stabbed and I had to stop the bleeding while waiting for the ambulance to prevent his death. All these experiences made me realise the importance of giving of ourselves to save another person's life, even in risky situations."

Through being involved in crime prevention, it became clear to Nakatana that addressing crime also required addressing other social issues affecting society, such as poverty, ill health and gender inequality. For Nakatana, crime prevention is about the wellbeing of society,

especially women. She also works to address issues such as street lighting and discouraging people from vandalising street signs. Her empathy and willingness to help needy people with her own resources is also something that makes Nakatana an outstanding leader.

"Nutrition is a basic need for every human being. Therefore, providing food to the needy is something that will improve the wellbeing of the community. We can make a difference if we all can share a bit of what we have with the less privileged. We can do it!"

Holding the portfolio of Women and Gender Affairs, her experience as a nurse as well as her involvement in crime prevention, made Nakatana the suitable council representative to collaborate with GL. She believes that this collaboration has helped her and the council to approach community interventions in gender sensitive ways that include perpetrators, to not only come up with corrective measures, but preventive ones.

"Through GL, I gained a lot of insight, especially as a woman. I learnt to be more assertive and to take charge of my community. People should not look down on me or undermine my efforts that are meant for a good cause just because I am a woman. Going beyond leadership to becoming a servant in the community is also something that I have learned. My friends and my political party also encouraged me to tackle certain problems affecting the community. "My role model is Dr Liberthine Amathila. She helped the marginalised communities Hai//om San and Ovahimba and is very hardworking despite being in a male dominated environment."

Nakatana says her beacon of support will keep on burning and plans to establish an organisation that will support needy communities with food, shelter, and other basic needs. "GL has encouraged me to contribute my knowledge and skills for social wellbeing. I want to continue to serve my community, make a difference and make society a better place. If I can I believe we all can!"



SOUTH AFRICA



Thoko Mpumlwana, Board Member



Ntombi Mbadlanyana, Gender Justice & Local Government Manager



Judith Maneli, Programme Officer

FACT FILE

Country	South Africa
Board Member	Thoko Mpumlwana
Staff Members	Ntombi Mbadlanyana, Judith Maneli
Alliance focal network	South African Women in Dialogue (SAWID)
Governance COE's	15
Media COE's	22
Key partners	South African Local Government Association (SALGA)

I want to see this project succeed!



Clara Jansen.

Clara Jansen, a resident of the Mossel Bay Municipality, has been running a safe house and shelter for her community in Nontshapo Township. The township is very poor; there is a high unemployment rate, coupled with crime and substance abuse.

Mossel Bay Municipality has been one of the key organisations that have assisted Jansen in continuing her important work in the community. The Mossel Bay Municipality has also approached Jansen to start an initiative called the "Recycle Shop", which aims to encourage members of the community to exchange recyclable goods for a food hamper. This is her story:

"For a long time I have wanted to start a recycling project. When Alma from the Mossel Bay Municipality told me

about this idea, she informed me that this was an initiative that came from their gender action plan for the council. In 2013, I attended the Mossel Bay "No More Victims" Summit, which also dedicated a day for people with disabilities. The council had been working closely with GL, and since I had been working closely with the council, this meant GL has made an impact on my work and life.

Although the Recycle Shop is not officially opened, I am very happy that this prospect will build and better my community. It will really help my community with poverty alleviation, especially young women who find themselves in tough situations. They struggle to find food let alone a better life. Then they turn to older men who abuse them with drugs and sex. I also think about the women who have disabilities like me, and how this project is going to help them to get food. The Recycle Shop will also teach young women skills on how to run similar projects.

I am glad that the council identified my area as a test site for the project and that the businesses in Mossel Bay have decided to help us with the food hampers. If GL did not work with the Mossel Bay Municipality, I think it would have been difficult for the prospect of this project to even exist.

I am praying that God will keep me strong for the next few years, and give me health. I want to see this project succeed and I want to make sure that poor people, especially the lives of women, are changed for the better. Gender Links must continue to work with councils to make sure that they end up helping poor people in all communities."

In 2013, GL cascaded the COE model through the UN Women's Gender Equality Fund to three provinces of South Africa (Gauteng, Limpopo and the Western Cape), and the COE processes were extended to five more councils in each of the three provinces where GL also conducted the Gender Based-Violence (GBV) Indicators Study.

South Africa also received funding in 2013 from the Norwegian Council for Africa (NCAID) to embark on a year long entrepreneurship training programme for women who are survivors of GBV. This was the first time that there were two donors allocating resources for advancing the work in South Africa.

Key achievements

- Secured funding for the COE process through the UN Women Fund for Gender Equality.
- Successful launch of the GBV Indicators Research in the Limpopo Province.
- Completion of the GBV Witchcraft Accusations Project with Vhembe and Mopani District Municipalities. This led to the completion of a documentary about the issues which the SABC then broadcasted for Women's Day on 8 August.
- Hosted the Training of Trainers workshop, which was aimed at capacitating gender focal persons from the councils to assist them with the advancing of the COE process.
- Mossel Bay Municipality in the Western Cape hosted their second "No More Victims" Summit which was modelled on the GL Local Government Summit.
- Successful facilitation and roll out of the first phase of the Entrepreneurship Training programme for women survivors of GBV in order to empower them by teaching them how to draft business plans and budgets.
- Capricorn District Municipality won overall Best Urban Government COE at the 2013 Regional SADC Gender Protocol@Work Summit in Johannesburg.

Key challenges

- The local government COE process did not gain momentum in all three provinces and thus the collaboration with SALGA as a strategic partner needed strengthening.
- Political and social needs vary from province to province, as much as this demands adapting processes to suit diverse politics and varying social conditions, having an uncoordinated approach with various stakeholders negatively influenced the implementation of the COE stages.
- The introduction of the Entrepreneurship Project to councils was not well understood and also exposed the councils' weak infrastructure and channels needed to link GBV survivors with municipal services.
- Bureaucracy and administrative protocols within councils delayed the political buy-in and roll out of the COE process.

Lessons learnt

- It is important to be aware of diverse political and social conditions of each province and council to ensure processes are suitable.
- On-going support is needed to ensure councils' commitment is maintained and processes are implemented according to action plans and agreed approaches.
- It is not only the survivors that need empowering but also the councils themselves, to ensure they have effective channels and infrastructure in place so these women can be successfully linked to economic opportunities.

Key priorities for 2014

- Continue with the buy-in and roll out of the COE process to the new councils within the provinces.
- COE process Training of Trainers - for new councils joining the process in 2014, this should include gender focal persons and gender champions from different councils across the provinces to assist with the cascading process.
- Roll out of the Entrepreneurship Training Programme within new councils and conduct attitude baseline survey. Complete phase two of the training with the existing councils.



Statement of Commitment Ceremony - Mens Dialgoue Indaba - Ntombi Mbadlanyana and Cllr Freddy Greaver: Executive Mayor, Polokwane Municipality, Limpopo.
Photo: Gender Links



SWAZILAND



Benedict Bennett, Board Member



Ncane Maziya, Country Manager



Thandokuhle Dlamini, Programme Officer

FACT FILE

Country	Swaziland
Board Member	Benedict Bennet
Staff Members	Ncane Maziya, Thandokuhle Dlamini
When registered	26 July 2012
Alliance focal network	Coordinating Assembly of Non-Governmental Organisations (CANGO)
Governance COE's	12
Media COE's	6
Key partners	Local Government Association of Swaziland (SWALGA), Ministry of Gender and Family Issues Unit (GFIU), Ministry of Housing Urban and Development, Alliance of Mayors and Municipal Leaders on HIV/ AIDS in Africa (AMICAALL), Swaziland Sexual Reproductive Rights and Human Rights



Fikile Mathunjwa.

Fikile Mathunjwa works for the municipality as the AIDS and Services Programme Manager, also coordinating the wellness programme within her workplace. Mathunjwa is a social worker as well as part-time lecturer at the University of Swaziland.

Mathunjwa develops strategies to empower women inside her work

environment as well as in the community. In the community, she assists in preparing proposals for resource mobilisation for social development and HIV and Aids. She ensures that gender remains a priority consideration in all council work to address gender disparities. After her first meeting with GL, she transferred from Nhlangano to work in Mbabane. Her relationship with GL was revived in 2012 when she met Ncane Maziya - GL Swaziland Country Manager. It was after this reconnection that her ideas on gender and women's rights changed. Being raised in a patriarchal society led her to believe that women could not do anything without men. However, she realised that she is a complete human being without a man and she recognises her rights as a woman. This was not only an individual change, but also a professional one, which has positively influenced the way she relates to her community and colleague and now maintains that she does not see men as her superiors but her equals.

After gaining fresh ideas and new knowledge from working with GL, she said that in the council she was able to see the relationship between care work and gender disparities, and also continually and openly challenge gender stereotypes.

She gives credit to GL for opening her eyes to this reality and thus helping her conduct more effective work. Through working with GL, Mathunjwa said she felt more empowered, unafraid to be assertive, competitive and to stand her ground. Her value and belief system has not only changed, but she has been inspired to explore different aspects of her work and has now developed a passion for home based care and child protection.

Key achievements

- **Registration** with the Swaziland Revenue Authority (SRA) has enabled staff to contribute to PAYE, since the office now has its TIN number. All outstanding penalties have also been settled. The office has also registered with the Swaziland Insurance Cooperation (SRIC) for worker's compensation as well as the Swaziland Provident Fund (SPF).
- **National Summit:** Following an intensive verification with eight councils, the Swaziland office held its first country summit to reward COEs and drivers of change for their work in gender mainstreaming and demonstrating commitment to gender equality in their communities.
- **Alliance:** Successfully organised the Alliance planning meeting, the Barometer stakeholders training workshop as well as SADC Gender Protocol village community dialogues in four regions of Swaziland in collaboration with the Alliance partners (CANGO) and the DPMs office (GFIU)
- **Media:** The media COEs have drafted gender policies, but are awaiting approval from their boards to commence implementation. However they have completed some modules of stage seven - Implementation. GL also organised a fieldtrip and workshop for one of the media houses to a nearby COE council (Mankayane).
- **Governance:** Finalised stages with Municipal Council of Manzini and signed a Commitment Statement. Stages three to six were covered with the Hlatikhulu Town Board.
- **Funding and support:** Not only was the office able to secure some funding from the DPMs office (GFIU) for the summit, but also from the US Embassy (PEPFAR) in collaboration with the Women Parliamentary Caucus to hold pre-election community dialogues. The office also garnered in-kind support from Mbabane City Council to help cover expenses during the stage five COE workshop as well as from Manzini City Council in covering venue and accommodation costs for GL staff and the council participants for the stage five and six workshops held in Maguga.
- **Civic Education:** Collaborated with Swaziland Women Parliamentary Caucus in mobilising campaigns for the women who won the primary elections to the secondary elections which is the final stage in the electoral process. The campaign reached out to six constituencies (*Tinkhundlas*) in two regions (three in Hhohho and three in Manzini). The objectives formed part of the 50/50 campaign to upscale the representation of women in leadership and decision making positions. Part of it was to encourage women to vote for women; address negative attitudes toward women leaders; urge people to respect of women's

rights and finally to reduce stigmas associated with HIV and AIDS.

- **Collection of "I" stories and M&E:** Successfully collected more than 100 "I" stories and comprehensive case studies and monitoring and evaluation data from five councils in Swaziland: Siteki, Mbabane, Manzini, Piggs Peak and Lavumisa.
- **Entrepreneurship training:** The office completed phase one of the entrepreneurship training of women survivors of GBV in five councils- Siteki, Mbabane, Manzini, Piggs Peak and Lavumisa.
- **Sixteen Days of Activism:** Successfully worked with five local councils in Swaziland (Siteki, Mbabane, Manzini, Piggs Peak and Lavumisa) through a strategic communications and GBV survivors workshop prior to the Sixteen Days campaign and also conducted IT for Advocacy workshops during the Sixteen Days period.

Key challenges

- The delay on the signing of the MOU with the DPM's office is a big challenge because without that we cannot commence work with new COEs.
- Acquiring substantial and sustainable local funding for the COE cascading process.
- It is difficult to get councils to sign the statement of commitment.
- Transfers of key people in the COE councils: GL-Swaziland faced some setbacks having to re-do induction and training due to new councillors and staff.
- The delay in rolling out 50/50 campaign and late start of the preparations before the 2013 national elections.

Lessons learnt

- Through the national elections community dialogues the office learnt that once a woman is in a position of leadership and decision making, she often does not get support from her constituency, and community members focus on creating and finding weaknesses and flaws. This points to the importance of engaging community members to change mind-sets and dismantle stereotypes.
- Unlike their male counterparts, women's lack of access and control of family resources affects their aspirations of becoming leaders as they cannot freely use their own resources for campaigning. Furthermore due to wealth inequity among men and women, some agents ended up dumping aspiring women political leaders to campaign for men because they could afford to pay them better.

Key priorities for 2014

- Intensify local fundraising to advance the COE cascading process.
- Complete outstanding stages with the two old COE councils and start working with new COEs.



- Secure commitment from the Ministry of Tinkhundla (Local Government) to ensure cascading of the COE work in 12 more local government councils.
- Conduct Trainer of Trainers workshop with gender focal persons and gender champions from all new councils.
- Increase COE councils to 24 and get all existing COE councils to sign the statement of commitment.
- Strengthen partnership with SWALGA.
- Sign the MoU with the DPM's office-Gender and Family Affairs Issues Unit.
- Strengthen buy-in and commitment from the Ministry of Local Government.
- Hold summits at a local and district level. Ensure preparation of national summit to create more synergy between media, alliance and governance work.

- Partner with Swaziland Women Parliamentary Caucus (SWPC) to lobby for the four women seats in parliament as stipulated in the national constitution. Liaise with the DPM's office under the Gender and Family Issues Unit (GFIU).
- With support from the US Embassy, the community dialogues on leadership and decision making positions should continue to equip women for the 2018 elections. Take up the issue of fulfilling the missing four women through a partnership with the Gender Consortium and other stakeholders.
- Re-strategise to garner greater support from men in parliament on issues of gender. This should be done through meetings with the Women's Caucus Parliamentarians, parliament portfolio committees and identification of the four women from the four regions.

National Elections in Swaziland

By Bennedict Bennett, Board Member

The anticipation and interest amongst Swaziland's women parliamentary hopefuls peaked towards the end of 2012, as they geared themselves up to the 2013 National Elections. His Majesty, King Mswati III, together with Her Majesty, the Queen Mother encouraged women to register as well as to vote for women.



The office successfully mobilised funding to assist marginalised women on their road to parliament. However, the election procedures tied our hands: we could not go out publicly and lobby for the women candidates until after the elections were launched by the Elections and Boundaries Commission (EBC). Furthermore, no campaigning was permitted until after the primary elections, thus giving the candidates less than two months to campaign.

The lack of effective civic education was another challenge. There simply is and never has been adequate education campaigns aimed at the Swazi voter before elections.

People registered because they were encouraged by their chiefdoms as well as the 'election awareness' programmes undertaken by the EBC. However all this information was superficial and procedural focussing only the 'how' and the 'when', not on the 'why' and the reason and importance of elections.

The ills of previous elections continued to shape the 2013 elections: a poorly informed citizenry would ultimately vote based on factors such as the candidate who had better campaign giveaways, candidate charisma and people suffering from poverty allegedly sold their votes out of desperation.

By the time campaigning was open, we had already lost a number of potential women candidates. Many had been outdone by their male counterparts in the primary elections, with several returning MP's going through to the next stage. The secondary elections, with the most vigorous campaign activity, were obviously most challenging for the candidates.

It was at this point that GL got involved with assistance from USAID. We facilitated community dialogues in six constituencies that had female candidates. The dialogues made more interesting with "edutainment" on the elections and the need for choosing the best candidate. There was a lot of interest from the candidates and those who attended the dialogues pledged to support women candidates.

Secondary elections were held on 20 September. To the dismay of many, only one woman had made it to parliament! This meant out of fifty-five available seats in parliament only one would be occupied by an elected woman - Esther Dlamini, the former Deputy Speaker. This was a total shock to all of Swaziland's gender activists and observer missions. As per the Constitution, some legislators are appointed into both Houses by the King and the House of Assembly. Currently there are only two female cabinet ministers, 14 women parliamentarians, 13 female councillors and only two women mayors.

As we persevere up the mountain of Swazi politics, the GL- Swaziland office is vigorously mobilising support from the male legislators to encourage them to "wear skirts" to parliament. This may sound funny, but we are positive it will make a clear point. We want to have men who are sensitive to the plight of the marginalised population of women in Swaziland. In the absence of a meaningful contingent of women in parliament, we still need to ensure that the rights of women are not forgotten and left unattended by our legislators. The 50/50 campaign must and will continue!

The Struggle for women's rights in Zambia

By Sara Longwe, Board Member



The Independence Constitution of 1964 stated that everybody was equal before the law, which would seem to imply the equal legal status of women. However, when it came to the article protecting people from discrimination on the grounds of belonging to different social categories, such as tribe, political opinion, place of origin and religious affiliation, the category of sex was omitted - the legal implication was that such discrimination was legitimate.

Since 1964 women have made great strides in gaining equal employment opportunities, in education and the private sector. But, many different kinds of discrimination still remain. With no quota in place, the proportion of women in political decision-making positions has hardly changed since independence.

The major barrier, especially at the political level, continues to be the lack of provision for equal rights for women under the constitution. The 1973 one-party constitution, which followed the Chona Constitutional Commission, kept the same wording without any mention of the word "sex."

The 1991 'multi-party' constitution, which followed the Mvunga Commission did insert the words "sex" and "marital status" the categories to be protected from discrimination in what is now Article 23 of the current constitution. However, the force of this article was negated by a 'claw-back' qualification at Clause 4, which states that the protection against discrimination is not applicable in the areas of personal, marriage, customary and inheritance law.

In other words, protection against discrimination is not provided for in the very areas of law where women are most discriminated against! Moreover, customary law varies from one tribe to another, has never been codified, and may interpreted in whatever the local court justice claims it says. Furthermore, customary law does not exist in a separate domestic pocket, but strongly influences the values, behaviours and social norms in wider society.

Since the Mvunga Commission there have been three further constitutional commissions: the Mwanakatwe Commission (1996), the Mung'omba Commission (2004) and the recent Technical Committee (2013). All of these three commissions drew up draft constitutions, which provided for fairly comprehensive provisions for equal rights for women and protection from discrimination. However, the claw-back clause is the 'Christian Nation' provision that would legalise biblical gender-based discrimination.

But all of these draft constitutions have been stopped by the interference of successive governments in the due process of constitutional reform. Thus none of these draft constitutions have been put before a referendum, and therefore never enacted. The main underlying reason was that each of these drafts sought to limit the wide-ranging powers which the president enjoys under the 1991 constitution.

From the Mvunga Constitution onwards, the growing women's movement in Zambia has made written and oral submissions to each successive commission, but to no avail. Therefore, were such efforts all a waste of time? No because making submissions provided a legitimate space and opportunity for the women's movement to meet and discuss women's rights; the discussion of constitutional issues increased women's awareness about discrimination and the need for change and finally these discussions influenced the government's decision to sign international conventions as well as the SADC Gender Protocol.



Sara Longwe campaigns for the release of girls kidnapped by fundamentalists in Nigeria.

Photo: Gender Links



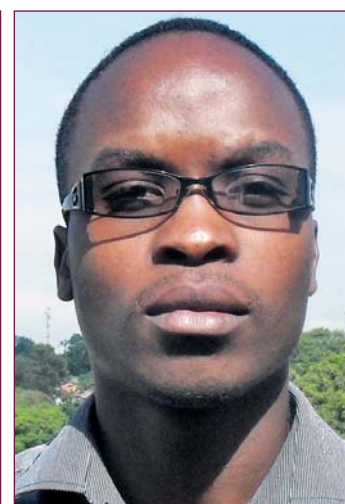
ZAMBIA



Sarah Longwe, Board Member



Faides Nsofu, Country Manager



Stephen Malulu, Programme officer

FACT FILE

Country	Zambia
Board Member	Sarah Longwe
Staff Members	Faides Nsofu, Stephen Malulu
When registered	14 December 2011
Alliance focal network	Women and Law In Southern Africa (WILSA) National Office
Governance COE's	33
Media COE's	6
Key partners	Local Government Association of Zambia, Ministry of Gender and Child Development, NGOCC, Women in Law Southern Africa (WILSA-Regional), Central Statistical Office-Gender Unit, National Women's Lobby

Joseph Mulonga is a qualified Reverend and is the councillor for the Luano Ward in the Chingola Municipal Council, which is a GL COE.



Joseph Mulonga.

He says: "I became involved in gender issues when GL invited me to attend the Regional Gender Summit in Johannesburg, one of my most memorable moments with GL. I learnt a lot from the many women leaders from different government and religious sectors in South Africa, it made me realise how much women in Zambia needed to be empowered. Development will only happen if women are empowered so that they can make a more meaningful contribution to the economy. It is sad to realise how ignorant we are about gender equality, but it was a memorable moment because I discovered where I

want my country and its women to be. My view and understanding of gender has changed. I have learnt the essence of a woman in society and that man's views towards women are just socially constructed.

I commend GL and the country manager for the efforts in ensuring that gender is mainstreamed in the local government. Information and tools provided by GL have proven useful. Tools like the local government scorecard have been helpful in measuring the council's progress towards gender mainstreaming as the council is in the process of developing its own monitoring and evaluation tools. I now view my position in society to encourage gender sensitive decisions through various works that I do. When the government allocates funds to the Chingola Municipality to dig trenches along the roads, I ensure that at least 50% of the workers are women. Previously I thought gender had no place in religious circles but as I interacted with gender committees and gender focal persons in the community, I realised it was a cross cutting issue and religion was no exception. Whenever I hear a GBV case reported I also try address it as a clergyman. Keeping records of all cases I address has helped in tracking the number of cases reported. It is impressive to note that the number of reported cases is rising compared to those unreported.

I now see women in a better light in all sectors of society: spiritually, politically and socially. This change can also be attributed to my relationships with women in leadership as they have been good examples of women's capabilities. My hope to see the day when more women can lead in the spiritual and religious sectors like it is in South Africa. It is time the church revisits some scripture verses so that women and girls no longer submit to men and that we all realise humans are equal regardless of sex and gender."

Legally registered in on 14 December 2011, GL-Zambia has two support staff, a media facilitator and two consultants within the Local Government Association of Zambia (LGAZ) since 2009. The office has registered with the Zambia Revenue Authority, National Pension Scheme Authority, Worker's Compensation and has a resident Board Member. The office has 33 government councils cascading the COE process also has strategic partnerships and excellent synergies with WILSA, LGAZ, the Ministry of Gender and Child Development and the National Women's Lobby. Through its partnership with the Ministry of Gender the office secured funds with support from UNICEF to conduct the GBV Indicators study.

Key achievements

- **Funding and finance:** The office garnered financial support (USD300,000) from UNICEF through the Ministry of Gender and Child Development to conduct the National Gender Based Violence Study (GBV Indicators). The office opened a separate bank account for this study and also complied to all legal requirements and registered the organisation with the National Pension Scheme Authority and the Worker's compensation.
- **GBV Indicators and Barometer:** The implementation of the GBV indicators survey went ahead in four COE councils namely, Kasama, Kitwe, Mansa and Mazabuka. In collaboration with Alliance partners and the Ministry of Gender and Child Development, successfully launched the 2013 Zambia and Regional SADC Gender Protocol Barometer.
- **Media:** Work with public media COEs still struggled, but they are slowly starting to bite, with two having signed MOUs. Three media COEs have adopted their gender policies and the office is pushing the others to do the same. All have however undergone stage seven training. The office also worked with the media during the Sixteen Days of Activism campaign.
- **Entrepreneurship Training:** The programme was successfully piloted in five councils, where women survivors of GBV received training and skills development

"The Local Government Service Commission is aware of the gender disparities in the council and has since taken the broad step of promoting women in local government and appointing deserving women to decision making positions. If you look at the current statistics on the women in decision-making positions, it has greatly increased as compared to the past years. The Commission is doing everything possible to recruit more women in local government and is looking forward to working with organisations like Gender Links to help raise the bar of women in this fraternity."

- Commissioner Mwandilla, during the question and answer session at the 57th annual Conference 2013 in Nakonde

on how to draft business plans and budgets. These workshops aim to economically empower survivors to ensure their independence and agency.

- **Governance:** Declaration by the 57th Local Government Association (LGAZ) Annual Conference to adopt and sign all the Statements of Commitment by councils, which demonstrated real commitment to the implementation of the gender action plans at the local level. The many national events GL participated in during 2013, also revealed the progress being made and verified the developing synergy and commitment of local government and partners.
- **Partnerships:** The office now has strong partnership with the Ministry of Gender and Child Development and UNICEF, with continued collaboration with the LGAZ and in the process of strengthening links with GIZ through LGAZ.
- **Human resources:** GL-Zambia recruited a new finance and programme officer and also has a resident Board Member, Sara Longwe.

Key challenges

- Getting in country funding for the COE cascading process.
- Financial constraints being experienced by the councils.
- Inflation of the Kwacha due to the introduction of removal of subsidies by the government, hence affecting the 2013 budget.
- Continued transfers of key people in the COE councils as we have to re-do the stage one in almost all the councils.
- Transport has been a challenge.

Lessons learnt

- One key lesson learnt has been human resource management. It is important to understand the different dynamics new staff bring to an office and the importance of team building and team work. Another lesson learnt is the value of profiling an organisation through partnerships.

Key priorities for 2014

- Intensify fundraising for the COE cascading process. Continue to raise the bar with LGAZ and attract more funding.
- Increase government COE councils to 60 and ensure existing COE councils prioritise their gender action plans.
- Sign the MOU with the Ministry of Gender and Child Development.
- Cascade summits to the district level and prepare in advance for the national and regional summits.
- Continue and finalise the GBV National Baseline Study.



ZIMBABWE



Pat Made, Board Member



Priscilla Maposa, Country Manager



Abigail Karikoga, Finance Officer



Tapiwa Zvaraya, Program Officer

FACT FILE

Country	Zimbabwe
Board Member	Pat Made
Staff Members	Priscilla Maposa, Abigail Karikoga, Tapiwa Zvaraya
When registered	March 2012
Alliance focal network	Women's Coalition of Zimbabwe(WCoZ)
Governance COE's	27
Media COE's	2
Key partners	Support Unit (WIPSU), Zimbabwe Women's Resource Centre (ZWRCN) Ministry of Local Government, Urban and Rural Development, Ministry of Women Affairs, Gender & Community Development, Women's Coalition of Zimbabwe, Swedish Embassy, UNWOMEN, Zimbabwe Local Government Association - Association of Rural District Councils of Zimbabwe (ARDCZ) and Urban Councils Association of Zimbabwe (UCAZ).

GL Zimbabwe programme "on track" - Sida evaluation

"The COE built on the work of GL with 11 pilot COE's. As a result of this programme, 23 Councils have gender action plans and seven more will have these at the close of the first phase of the grant. The Ministry of Local Government has sent out a directive requiring that all Councils have gender policies and action plans and that this be written into the performance agreements of senior managers. The ministry has a chart showing progress against the 28 targets of the SADC Gender Protocol and the minister or a representative have officiated at the two national summits. The Minister also spoke at the 2012 regional summit and pledged his commitment to rolling out the COE process to all 92 councils.

As a result of the programme, Zimbabwe has its first comprehensive Violence Against Women Baseline Study, conducted by the gender ministry, working with the COE's. This will be launched on 9 December during the Sixteen Days of Activism campaign, linked to a national and local action plans. The key findings have been translated into Shona and Ndebele, and individual attitude profiles developed for Councils to be used in strengthening GBV action plans. GL has, with counterpart funding from the FLOW fund of the Netherlands government, embarked on entrepreneurship training for survivors of gender violence linked to the gender action plans of Councils. This next phase of the COE process seeks to test the link between economic empowerment and ending GBV.

The most significant changes reported by beneficiaries as a result of the programme are improvement in service delivery, positive institutional practices at council level, increased voice and accountability, and changes in the lives of individual men and women in the local authorities and the communities. The impacts in the lives of individuals include increased self-worth and assertiveness and increase in leadership skills especially through presentations in summits. The people who attended summits reported improvement in their leadership skills, improvement in communication and presentation skills, peer learning and networking, and gaining more knowledge on the SADC Gender Protocol. These changes are in line with the overall expectation that working with councils and municipalities will ensure that gender mainstreaming is entrenched in, and enhances service delivery."

- Excerpts from the evaluation of the first phase of the Sida grant, August 2012 to December 2013



Sida visit to Makoni, one of the GL Zimbabwe Centres of Excellence.

Photo: Tapiwa Zvaraya

Key achievements

- The adoption of a new Constitution at national level in March 2013 was the pinnacle. The Constitution is widely regarded as one of the most gender sensitive in SADC.
- The country saw the national, parliamentary and local government elections ushering in a new crop of leaders for a new term. At local government some COE councils now have female mayors: Kariba Municipality, Beitbridge Town Council and Victoria Falls Municipality.
- Hosting the second successful national summit.
- Completion and successful launch of the Violence Against Women National Survey in partnership with UNWOMEN, Swedish Embassy, Ministry of Women Affairs, Gender & Community Development and Ministry of Local Government.
- GL and partners held the second Training of Trainers workshops from 25 - 27 March 2013 back to back with the SADC Gender Protocol Summit.
- Some of the gender focal persons especially in Chegutu Municipality, Gweru City Council, Bulawayo City Council and Chiredzi are co-facilitating some sections of the COE process.
- Undertaking COE verification, monitoring and evaluation in 11 councils, and the Swedish Embassy and DFID participated in the verification of two COEs.
- The office went through a successful Evaluation and Financial Systems Audit.
- The Country Manager, Finance Officer, and Programme Officer attended the Swedish Embassy Results Based Management Training. This training has greatly enhanced understanding of Sida reporting requirements.
- Although media COEs are still to adopt gender policies, they have done training on stage seven.

Key challenges

- The political environment has been a challenge. Prior to the 2013 general election the office had to suspend COE operations since councillors were preparing and campaigning for elections. The COE programme incorporates both officials and councillors as councils in Zimbabwe are run under a two-tier system. Work slowed down a bit after elections as a result of key national processes that had to take place. In addition, the election ushered in new councillors most of whom

had no or little knowledge of GL's work. This development led GL to re-strategise its mode of operation.

- Due to economic constraints the country was facing, councils found it financially difficult to implement their gender action plans.

Lessons learnt

- Although councils are willing to embrace institutional change through learning and sharing of good practices, they need more financial support in order to reach the grassroots and implement action plans.
- Timing of events is crucial. The women in politics workshop prior to the election, while very welcome and appreciated, took place at a time when the intended target was already contesting their primary elections.
- The value of nurturing relationships is a very important aspect to the survival of any organisation. Partnerships help guide and navigate our work.
- Most donor organisations are now moving from activity-based reporting to more widely accepted results-based approach. It is essential that staff are capacitated to embrace this transformation. It is great to know that the Country Manager and Programme Officer have had some orientation on the approach through training organised by the Swedish Embassy.

Key priorities for 2014

- **Secure in-country funding:** The major priority for this period is to secure local funding for GL-Zimbabwe.
- **Establishing new partnerships:** There is also need for the office to forge new partnerships with other developmental organisations in line with GL's vision and work. At the moment, the office is on the verge of partnering with ICLD.
- **Entrepreneurship training:** Completion of the entrepreneurship programme with survivors of GBV with the five pioneering councils as well as starting with five new councils.
- **COE cascading and roll out:** There is need to come up with a multi-faceted, holistic approach on how to cascade the COE programme such that the goal of having reached all 92 councils by 2015 is realised.
- **Training of trainers workshop:** GL intends to come up with a new model by which to cascade the COE process and this involves partnering with the Ministry of Women Affairs, Gender and Community Development as well as the Ministry of Local Government, Urban and Rural Development.
- **Councillors induction:** GL should come up with an induction programme for all councillors from COE councils.
- **WLGF:** Continue working with WLGF and try to lobby for local government quota
- **MOUs:** Finalise the MOUs with the Ministries of Local Government and Women Affairs, Gender and Community Development.

RESULTS

Results for change



Testing the Gender Theory of Change at a Diakonia Gender Training workshop.

Photo: Colleen Lowe Morna

Dear Gender Links team,

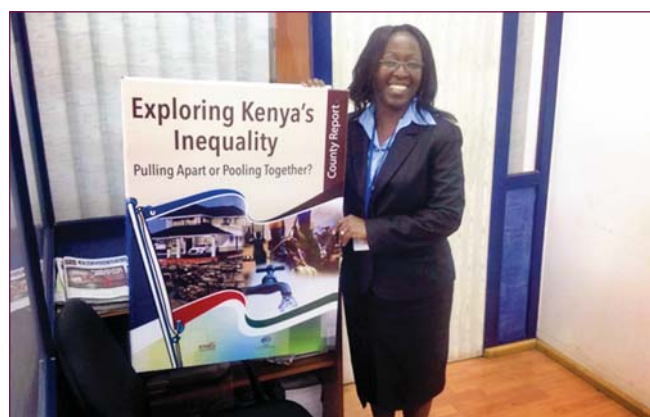
Many thanks for hosting Christine and I for the learning expedition. We really learnt a lot and had a good time. Some of the critical learning points for me included:

- The strong networks/partnerships that GL has with other NGOs, government and media. The synergies created as a result are crucial for success.
- The time investment in lobbying, advocacy and literally pushing for the gender agenda is not negotiable if we are to successfully break from the male dominated systems.
- Using strategic champions who are responsive like the chair of the Gender Equality Commission and strategic entry points like the women's leagues of various political parties is paramount in advancing the women's agenda.
- I noted a very strong culture of documentation of processes and results however small or big. This is often difficult for us.
- I also liked the regular tracking of gender through the Barometer as a helpful tool in tracking change.
- The Gender awareness programme through local, national and eventually regional levels gives very good incentive for ordinary people to mainstream gender in their work... a lot of times gender mainstreaming does not happen because people simply do not know.

Some key highlights of the trip included:

- The meeting at the Gender Commission offices.
- The visit to Pretoria to meet SAWID.
- The meet and greet lunch... apart from meeting everybody, those mouth watering spinach pastries were to die for!
- GL cottages are super serene.

Thank you all for taking the time to make our visit very interesting ! - Katindi Sivi-Njonjo, Programme Director, Society for International Development - East Africa



Katindi Sivi-Njonjo. <http://enemyofthestateke.blogspot.com/2013/11/is-katindi-sivi-njonjo.html>

Deliver or die - a Southern perspective on results

By Colleen Lowe Morna, CEO

Results! Like the village loud hailer, this message has reverberated in the global south from the capitals of all our northern donors, and the multilateral agencies which they largely fund. Not that they all agree what results mean, and certainly none have a common set of tools for planning or measuring results. One of our donors has no tools at all, claiming it's up to grantees to come up with their own; good logic except when you have to redo an application five times because the donor is not quite sure what they want!

No matter. We are a small but ambitious, twelve year old women's rights and gender equality organisation that works across the fifteen countries of Southern Africa with anything up to 23 donors at any given time. So we must comply or collapse, deliver or die, publish or perish.

We started with the naïve idea that we might get all our donors to contribute to a basket fund against a common strategy and our own log frame, and agree on a set of results. We soon found that there are as many log frames, application and reporting requirements as there are donors. Even DFID, from whom we received funds from the Governance and Transparency Fund (GTF - now closed) and the Programme Partnership Arrangement (PPA), had two different log frames in operation. Belatedly, DFID sent a "how to note" stating that what had been called outputs all along were actually outcomes (eureka, we said) but that did not change the two log frames and their logic that was not always logical!

Still the five year grant under GTF pummelled us to new heights with regard to measuring results. Mindful of the large amount of data we needed to collect across several countries, we came up with the idea of using the back end of our website as a kind of massive data collection centre. We found a forms manager, and set up an online photo library for the collection of visual material. We recruited M and E interns - mostly young media students. For any GL event, we record who comes, their demographics, what happened, the outputs, media coverage and any other information that might be useful. We synthesised this information on our tenth anniversary in a book and DVD called *Giant Footprints*, and collected all our tools in a Monitoring and Evaluation Manual.

PPA strategic funding in 2010 pushed the envelope further - What had changed? What had we learned? We developed and honed a Theory of Change that covers change at the individual, institutional and in the policy arena at local, national, regional and global level. We went through a metamorphosis from M and E to Results for Change - adding to the original script sections on Knowledge, Learning, Innovation and Value for Money. Working in the social justice arena, we struggled with the "hard to measure" results. How, for example, does one measure women's agency? In addition to automating several



surveys, including the popular Gender Progress Score that anyone can take, we started to gather more qualitative evidence - the "I" stories or personal accounts, "Drivers of Change" and our own organisational "Learning Journey".

With further prompting from the DFID Civil Society Monitoring and Evaluation adviser and the very helpful PPA learning partnerships, we are automating analysis of the qualitative evidence we are gathering. The Southern African Learning Partnership that GL coordinates within the PPA learning networks engaged extensively with the BOND Principles of Credible Evidence that we have used to strengthen our Results for Change Manual as well as external evaluations, especially in requiring more triangulated evidence, qualitative and quantitative.

At the macro level the annual Barometer tracks progress in gender equality against the 28 targets of the Southern African Development Community Protocol on Gender and Development. The SADC Gender and Development Index that we have developed is a basket of 23 quantifiable measures. We augment this with a Citizen Score Card and attitude quiz, as well as over 1000 best practices presented at summits, that show us in big and small ways what is changing, where and by whom. - *Excerpt from an article written for the Networker, the Bond NGO umbrella organisation online newsletter in the UK*

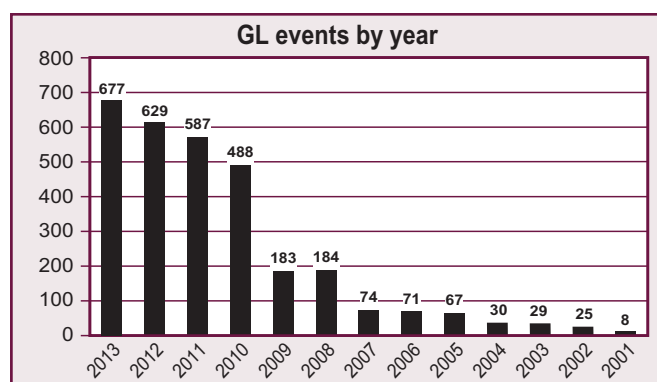


Colleen Lowe Morna with an excited Cecilia Makota on receiving her certificate.
Photo: Gender Links

MONITORING AND EVALUATION

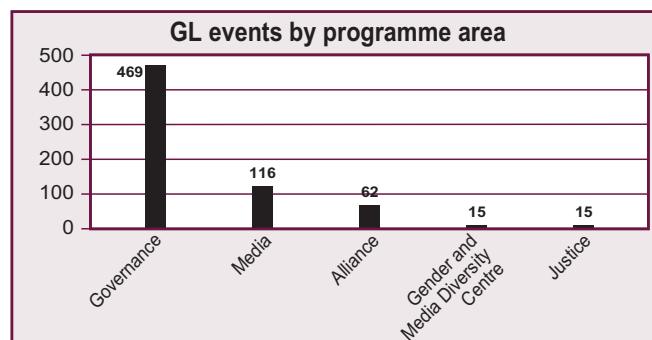
By Kubi Rama ~ Deputy CEO

In the 2012 annual report, GL wrote about its Theory of Change and gathering credible evidence. The GL Theory of Change recognises that change is not linear but rather a series of interlocking cycles that impact on individuals lives. GL delivers its programmes within the framework of the SADC Protocol on Gender and Development. GL works with national and regional decision-making structures to ensure that the relevant gender aware laws and policies are in place. GL's vision is *"a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development."* Therefore, at the ultimate level GL aspires to impact on all citizens in the countries where it works.



The graph shows that during 2013 GL ran 677 events across the five programme areas, up from 629 in 2012: 48 more events in 2013 than in the previous year, or an 8% increase. GL activities continue to grow year on year. The increase in activity is lower than in the previous year (11%). This is indicative of a consolidation period in GL. GL began working with 423 local government and media institutions in 2012 across Southern Africa. GL is presently

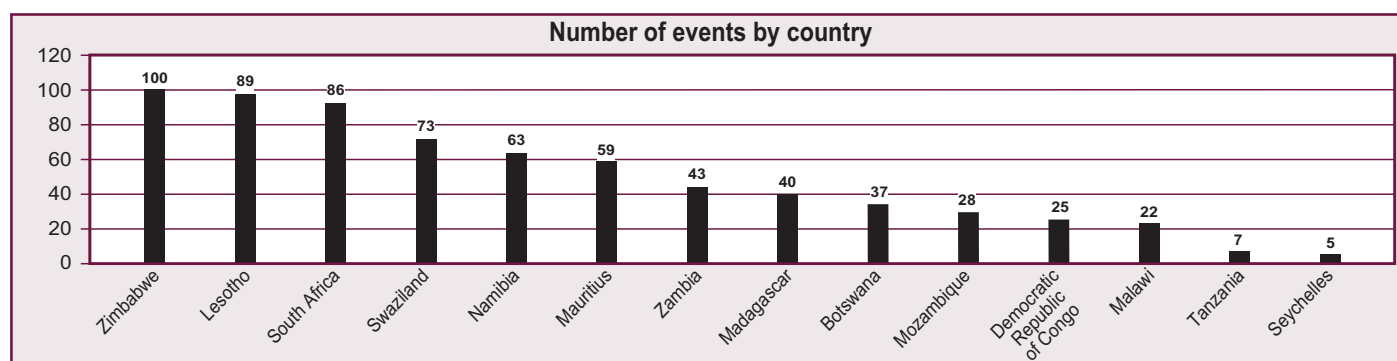
focused on deepening the Centres of Excellence initiative and promoting sustainability.



As in 2012, the GL governance programme had the highest number of events. This programme grew from 407 events in 2012 to 469 in 2013. This represents a 13% increase in activities in the Governance programme in 2013.

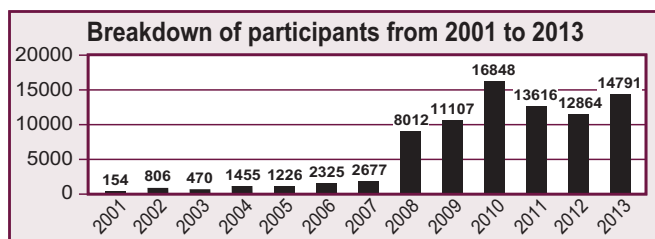
During 2013, the number of events in the media programme increased by 13%. Much of this is due to the roll out of stage seven of the media COE process - in house training in media houses on the ten thematic areas of SADC Protocol on Gender and Development. This should ultimately result in an increase in the number of women sources and gender specific content in the media.

Events in the Alliance programme decreased from 167 in 2012 to 62 in 2013. GL is working with national focal points in each country to roll out the Alliance programmes. This demonstrates deepening ownership and reach of the programme, meaning that the Alliance activities are being integrated into the focal point activities resulting in a decrease in activities directly attributable to the GL Alliance programme.



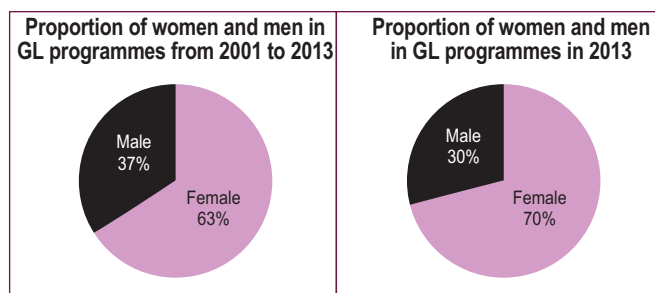
In 2013, GL Zimbabwe had the highest number of events (100) followed by Lesotho (89) and South Africa (86). In Lesotho GL is rolling out the local government COE programme through the Ministry of Gender and the Principal District Gender officers. In South Africa GL ran workshops in all nine provinces to discuss women's demands in the

lead up to the 2014 election and the post 2015 agenda. Madagascar experienced a substantial drop in workshops from 135 in 2012 to 40 in 2013. The local government COE process is complete in 51 councils. GL Madagascar is currently working with 16 councils.

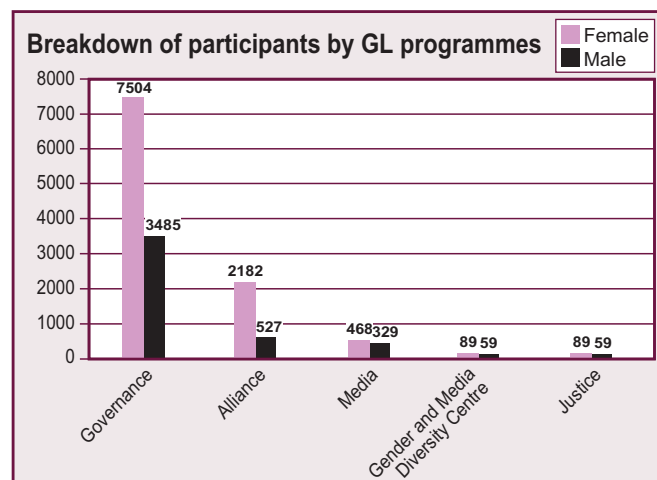


GL directly reached a total of 14 791 people in the last year. This represents a 15 percentage point increase from the previous year. GL is aiming to increase ownership and depth of its programmes. This means working with fewer people over of longer period. The steady growth is indicative of this approach.

Breakdown of participants from 2001-2013				
Year	Female	Male	Unknown	Total
2001	103	51		154
2002	536	270		806
2003	301	169	118	470
2004	852	485	36	1455
2005	739	451	272	1226
2006	1276	777	0	2325
2007	1543	1134	3101	2677
2008	3111	1800	1203	8012
2009	6306	3598	10901	11107
2010	3488	2459		16848
2011	8526	5090		13616
2012	7675	5189		12864
2013	10332	4459		14791
Overall total				71560



Over the last 13 years, GL has reached 86,146 people directly through its programmes: 63% women and 37% men. In 2013, GL worked with 70% women and 30% men across all its programmes. The proportion of women and men remained consistent until 2012, averaging out at around 63% women. In 2013, GL embarked on a programme to train female survivors of gender based violence on life and applied entrepreneurship skills. This has increased the proportion of women GL worked with in 2013 to 70%.



In 2013, the highest number of participants was in the GL Governance programme with a total 10, 989, 68% of whom were women and 32% men. Men's participation is lower than last year, dropping from 40% to 32%. As explained earlier this is due to GL's Taking charge programme, training female survivors of GBV in 100 councils in ten countries. Men's participation in the media programme remained relatively consistent: 41% in 2013 as compared to 39% in 2012. The participation of men in the Alliance programme is of concern. The number of men participating in the programme dropped from 26% in 2012 to 19% in 2013. The Alliance works through women's and gender NGO's in the SADC region. The men's sector constitutes one of the Alliance partners. The programme must develop targeted strategies to increase men's involvement in other areas of the programme.

Breakdown of participants in GL events by country					
COUNTRY	Women	Men	Total	% women	% men
South Africa	1837	291	2128	86%	14%
Swaziland	1706	747	2453	70%	30%
Lesotho	1676	1014	2690	62%	38%
Zimbabwe	1112	595	1707	65%	35%
Mauritius	816	171	987	83%	17%
Madagascar	776	275	1051	74%	26%
Botswana	615	396	1011	61%	39%
Namibia	558	235	793	70%	30%
Zambia	388	295	683	57%	43%
Malawi	248	157	405	61%	39%
DRC	244	130	374	65%	35%
Mozambique	160	69	229	70%	30%
Seychelles	136	45	181	75%	25%
Tanzania	60	39	99	61%	39%
Total	10332	4459	14791	70%	30%

In 2013, South Africa had the highest number of participants in GL events and the highest proportion of women (86%). Mauritius and Seychelles also had over 70% female participants. In the other 12 SADC countries, GL had over 30% male participants with Zambia (43%) the highest. This suggests that GL strategies to increase male participants need to be country specific.

Programme	Action plans/policies	Books/Journals	Pamphlets	Training manuals	Fact sheets/profiles
Alliance	5	13	18	1	6
Media		1			
Justice	2	2	2	1	2
Governance	73				
Total	75	16	20	2	8

During 2013, GL programmes produced 75 action plans and policies; 16 books and journals; two training manuals; 20 pamphlets and eight fact sheets. In 2013, GL produced a total of 121 published outputs. This figure does not include reports and other training materials.

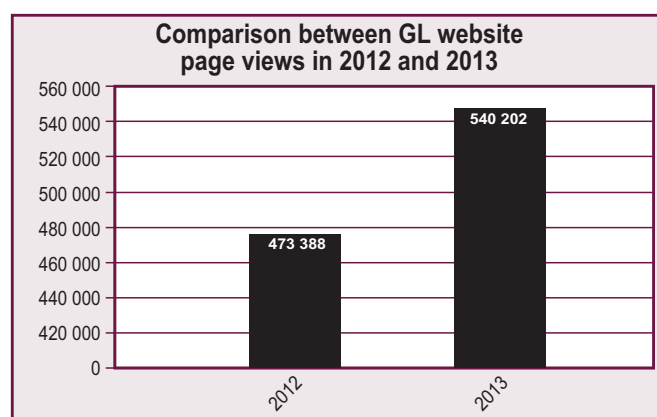
Outreach

GL's outreach strategy is constituted of a variety of online tools. The main external communication tool is the GL website. GL employs complementary strategies to raise awareness and direct traffic to the website. These include Facebook, Twitter, maintaining a strong presence in the media as well as regular updates through the GL list serve, a mass mailing list.

GL website

The total number of page views for the GL website grew by 66 814 in 2013. This is a 13% growth in one year. The

increase in page views between 2012 and 2013 is due to the high proportion of people filling in GL's online quizzes.



In 2012, the annual website statistics dropped to 473 388 from 748 803. An examination of page views highlighted a few causes for concern. In 2011, GL published an Opinion and Commentary piece with the headline *I had sex with my father*. In 2011, this story received 411 329 views. During 2012, this story accounted for 131 603 page views, 27% of the total number of pages views. GL changed the title of the story to *Father rapes daughter*, a more accurate and fitting title. In 2013, this story accounted for a very small proportion (1.08%) of the total page views.

Most accessed pages on the GL website			
Ranking	Page	Page views	% of total page views
1	/www.genderlinks.org.za	35 873	6.64%
2	/survey/surveys.php	31 148	5.77%
3	/survey/surveys.php?surveyID=1	30 790	5.70%
4	/survey/surveys.php?surveyID=2	26 274	4.86%
5	/survey/surveyCompletion.php	21 192	3.92%
6	/survey/surveys.php?surveyID=5	13 054	2.42%
7	/article/mbc-reporter-in-porno-stuff-malopa-took-kachitsas-porn-picture-2009-01-30	9 323	1.73%
8	/article/memories-of-my-life-a-sex-worker-2008-12-15	6 427	1.19%
9	/article/my-father-is-the-father-of-my-daughter-2011-12-04	5 855	1.08%
10	/page/gender-summit	5 057	0.94%

Source: https://www.google.com/analytics/web/?hl=en#report/content-pages/a4787115w9234651p9633567/%3F_u.date00%3D20130101%26_u.date01%3D20131231%26explorer-table.plotKeys%3D%5B%5D%26explorer-table.rowStart%3D0%26explorer-table.rowCount%3D10/

The table lists the ten most accessed pages on the GL website. The GL home page and GL Surveys rank highest. Three stories with the words “porno”; “porn star” and “sex worker” feature amongst the top ten page views. It is worrying that the GL News Service does not feature in the top ten pages viewed.

The GL website is six years old. In that time technology and website content management systems have evolved. Currently the website displays large quantities of information in a text-heavy way. This needs to change to using data visualisation and potentially a website redesign. New website design trends highlight the use of images and graphics and less text to entice audiences. Relooking the presentation of the website will be a 2014 priority.

Origin of views of GL website			
Ranking	Country	Traffic	Proportion of total
1	South Africa	43,611	20.37%
2	Not set	32,840	15.34%
3	United States	24,685	11.53%
4	United Kingdom	10,007	4.67%
5	Mauritius	9,316	4.35%
6	Zimbabwe	8,571	4.00%
7	France	5,817	2.72%
8	Canada	4,536	2.12%
9	Botswana	4,436	2.07%
10	India	4,418	2.06%

The highest number of page views emanates from South Africa, followed by the United States, United Kingdom. France, Canada and India also feature in the top ten. GL is pleased that four of the top ten page views are from Southern Africa. These include South Africa, Mauritius, Zimbabwe and Botswana.

Ranking of GL website page views in Southern Africa			
Ranking	Country	Traffic	Proportion of total
1	South Africa	43611	20.37%
2	Mauritius	9316	4.35%
3	Zimbabwe	8571	4.00%
4	Botswana	4436	2.07%
5	Zambia	4243	1.98%
6	Mozambique	3652	1.71%
7	Namibia	3258	1.52%
8	Malawi	2901	1.36%
9	Madagascar	2899	1.35%
10	Lesotho	2353	1.10%
11	Tanzania	2243	1.05%
12	Swaziland	1872	0.87%
13	DRC	1326	0.62%
14	Angola	268	0.13%
15	Seychelles	137	0.06%

As mentioned before the highest proportion of traffic from Southern Africa comes from South Africa followed by Mauritius, Zimbabwe, Botswana and Zambia. GL is pleased that Mozambique features sixth, considering that Portuguese translation and content is relatively new. GL is also heartened that Malawi features eighth, considering that GL has no office in this country. Not surprisingly, four of the five lowest countries (Tanzania, DRC, Angola and Seychelles) are countries where GL does not have offices. DRC (cost and language) Angola (cost and language) and Seychelles (size) are the three countries in SADC that GL has the least presence.

GL Facebook and Twitter

Gender Links Facebook statistics			
	Likes	F	M
2012	1883	60%	40%
2013	5053	65%	35%
	168%	5%	-5%

A total of 5053 people liked the GL Facebook page in 2013, a 168% increase compared to 2012. The statistics show that there higher proportions of women accessing GL's Facebook page. The proportion of women who liked GL's Facebook increased by five percentage points to 65% compared to last year, while that for men decreased by five percentage points. However, the overall numbers of both men and women liking the GL Facebook page increased substantially in 2013. As in 2012, the majority of women and men accessing the page are between 25 and 34 years old.

Changes in Southern African website views 2011 to 2013					
	Country	2011	2012	2013	Change
1	South Africa	43093	47714	43611	1%
2	Mauritius	5010	7995	9316	86%
3	Zimbabwe	2214	7383	8571	287%
4	Botswana	2582	4359	4436	72%
5	Zambia	1193	2702	4243	256%
6	Mozambique	618	1887	3652	491%
7	Namibia	1914	3007	3258	70%
8	Malawi	2180	3722	2901	33%
9	Madagascar	1439	1745	2899	101%
10	Lesotho	1112	1284	2353	112%
11	Tanzania	1450	2198	2243	55%
12	Swaziland	634	1557	1872	195%
13	DRC	415	687	1326	220%
14	Angola	89	115	268	201%
15	Seychelles	179	192	137	-23%
	Total	64122	86547	91086	42%
	%		35%	5%	

When GL website Southern African statistics are broken down by year from 2011 to 2013, some interesting and encouraging patterns emerge. While the number of pages viewed in South Africa (the highest) has remained relatively constant, overall, the number of pages viewed between 2011 and 2013 has increased by 42%. The highest increase (35%) occurred between 2011 and 2012, facilitated by improved Internet access in the region; also a big boost in GL's presence. Some of the highest percentage increases have been in countries where GL does not have offices (such as 220% in the DRC) and 201% in Angola). The only country to experience a decrease is Seychelles (-23%). In 2012 GL worked directly in the Seychelles on costing the national gender action plan. In 2013 GL had no direct programme work in the Seychelles.





These two wall posts received amongst the highest hits on Facebook. Both contain a graphic, in both cases a cartoon. It does appear that content with visual content is more popular. In 2014, GL is integrated audio and audio visual content into its Facebook page.

	Followers	Tweets	Reached
2012	1671	239	146837
2013	2350	194	325046
Change	41%	-19%	121%

In 2013, GL had a total of 2350 followers compared to 1671 in 2012. This represents a 41% increase in the number of GL twitter followers. The organisation tweeted 194 times with an average of 16 tweets per month. This is lower than the monthly average of 20 per month in 2012. Although there were fewer tweets GL more than doubled the number of people reached. Through the tweets GL reached 325,046 people and an average of 27087 people per month. This is a 121% increase in reach over the last year.

Gender Links has received follow backs from influential groups and persons such as:

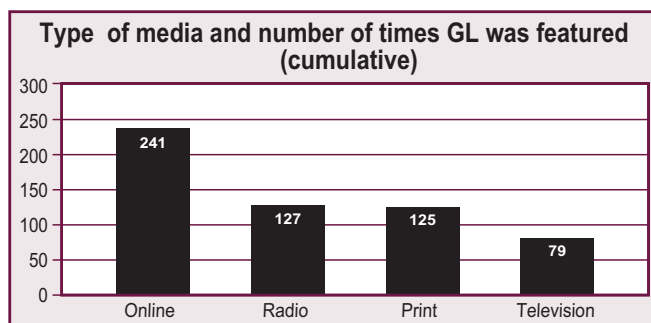
- UNICEF Patrick OBrien (Digital Director for KTTV FOX Television Stations)
- Ambassadors Youth and Community Development (AYCD)
- Jovial Rantao - Editor Sunday Tribune
- WHO Afghanistan
- Janine Jellers (editor of Seventeen Magazine)
- Saskia Falken
- Nita Bhalla (South Asia correspondent Thomson Reuters Foundation.)
- Who's Who SA 10/09/2013
- glaad (Global Twitter profile of GLAAD)
- United Nations Photo Library
- Karen Lotter
- All Things Queer
- AidStar One
- FW De Klerk Foundation
- The Mercury
- SANGOnet
- COPE
- US Reality Check

- The Good Men Project
- Revolution of Real Women
- Women's Day
- The Nelson Mandela Centre of Memory
- Ferial Haffajee
- MyANC
- UNICEF
- UN Women
- UNDP Europe and CIS
- Daniel K Wentzel
- Wayne Mansfield
- Guy Berger
- BPW Australia
- Safe World Campaign
- USA for UNHCR
- Sipho January
- Annie Fox, M.Ed.
- Sam Wilson
- Bizcommunity.com
- Skye Grove
- MEMINI {remembrance}
- rainbowseLECTION.com

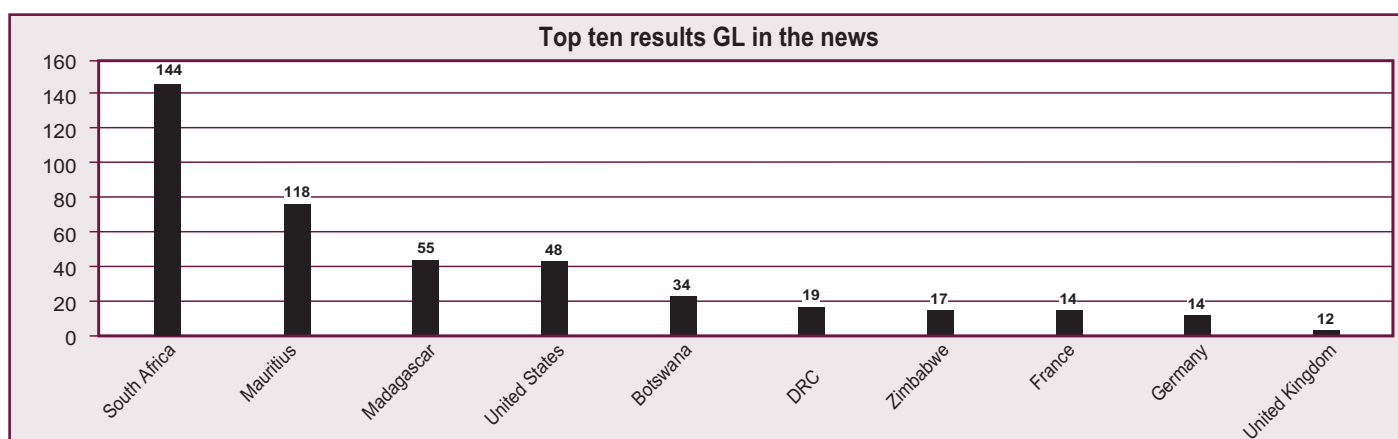


GL in the news

GL utilises the media to raise awareness on gender issues. The media is a key stakeholder in transforming gender relations and challenging patriarchy. By doing interviews and providing media content GL puts gender issues on the agenda in the media and for their audiences. In 2013, GL featured in the media 572 times, or an average of 48 times per month (Meltwater News and GL Media monitoring, 2013). This is 400 more than in 2012. This increase in statistics is largely due to an agreement that GL has entered with Meltwater News which has a high powered search engine that monitors the media daily and identifies any media content that mentions GL.



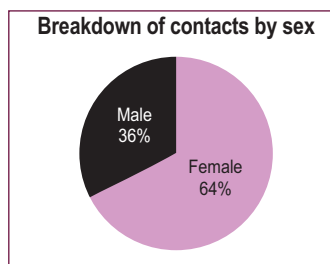
GL content or an interview appeared 241 times online followed by the radio and the print media. GL featured 79 times on television, more than double the 28 times that GL appeared on this powerful medium last year. On average GL featured on television 6.6 times a month.



The top ten GL in the news locations include six Southern African countries. These are South Africa (GL headquarters), Mauritius, Madagascar, Botswana, the DRC and Zimbabwe. An interesting finding is that the other four top ten countries in which GL featured in the news are in the North. They include the United States, France, Germany and the United Kingdom.

The full list shows that GL featured in the news in 42 countries spanning six continents in 2013. Most of this coverage was online. This points to the importance of strengthening GL's online presence to leverage the GL's work and content. Currently there are 15952 contacts in

Month	New uploads
Take on	13757
January	754
February	52
March	86
April	22
May	39
June	64
July	185
August	560
September	105
October	267
November	61
December	0
Total (cumulative)	15952



the database, a 13% increase from 2012. Of those, 64% are women and 36% are men. In 2011, there were 410 new contacts in the database, in 2012 there were 1372 new contacts. There has been steady growth in the GL contacts database since 2011.

GL list serve

GL updates its list serve from the contacts database. The list serve is used to send GL updates via email to people who have participated in GL's programme over the last 13 years.

Type	No. 2012	No. 2013	No. reached 2012	No. reached 2013
Announcements	42	31	205078	173911
Press releases	5	8	26485	43123
Opinion and commentary	53	128	285016	387192
Newsletters	9		48147	
Total	109	167	564,766	604,226

In 2013, GL sent out information 167 times (up from 109 the previous year) and reached 604, 226 people (up from 564,766 the previous year, or a 7% increase. On average GL sends out information on the list serve once every two days and reaches an average of 3618 people per mail. This is an increase from 2012, where GL sent out information every three days. In the last 12 months GL

sent out 31 announcements; eight press releases; 128 mails with opinion and commentary pieces. GL will continue to use the list serve to stay in regular contact with its target group, partners and other stakeholders.

Outcomes

During the year under review, GL continued to gather quantitative and qualitative data on the outcomes of its work. The table summarises the main tools used:

	QUANTITATIVE	QUALITATIVE
Alliance	Tracking sheets on signing and ratification	SADC Gender Protocol@Work summit
Media	Gender and Media Score Card; Media Monitoring	Drivers of change profiles
Governance	Gender and governance score card; statistics on women	Drivers of Change profiles
Justice	VAW Baseline Studies	"I" Stories or first- hand accounts

In addition, GL had three external evaluations during the year under review. These included the DFID Governance and Transparency Fund evaluation, the evaluation of the first phase of the Sida grant (Gender Justice and Local Government) in Zimbabwe, and a ten year closure grant for Hivos. The summary of key outcomes draws from GL's monitoring as well as the findings of these evaluations.

Signing and ratification of the SADC Gender Protocol (SGP)

Eleven of the 13 governments that signed the SGP (more than two thirds) have ratified the sub-regional instrument, making the SGP one of the few SADC Protocols to go into force in record time, as a result of lobbying and advocacy by the SADC Gender Protocol Alliance (SGPA) coordinated by GL. In a video addressed to the SADC Protocol@Work Regional Summit, Malawi President Joyce Banda, committed to ensuring that Malawi ratifies the SGP before the August Heads of State Summit hosted by Malawi. She proceeded to do so. During the summit, high level delegations from Botswana and Mauritius, the only two countries that have not signed the Protocol, pledged to make a concerted effort to do so. The Alliance has lobbying strategies for both countries.

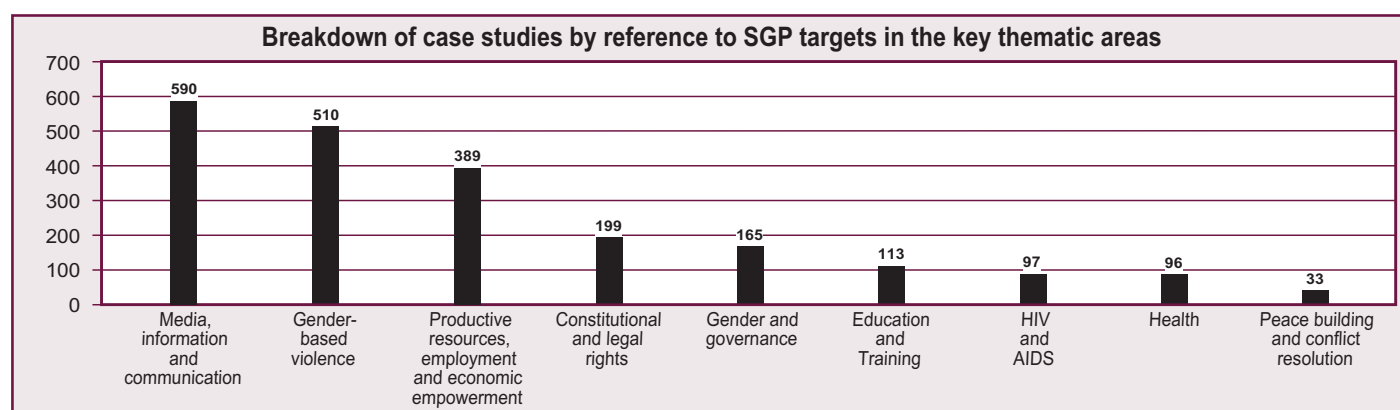
The DFID GTF evaluation commented: "Gender Links has done exceptionally well in coordinating the campaign by the Alliance for the adoption of the draft Southern African

Gender Protocol and has fully achieved the target by one out of five levels of achievement. The Protocol was adopted at the Heads of State meeting in August 2008 in South Africa with strong provisions retained with 28 indicators to be achieved by 2015. The Protocol was adopted in record time of three years, the first of its kind in SADC region."

Country	SIGNED	RATIFIED	DEPOSITED INSTRUMENTS
Angola	✓	✓	✓
Botswana			
DRC	✓	✓	✓
Lesotho	✓	✓	✓
Madagascar	✓		
Malawi	✓	✓	✓
Mauritius			
Mozambique	✓	✓	✓
Namibia	✓	✓	✓
Seychelles	✓	✓	✓
South Africa	✓	✓	✓
Swaziland	✓	✓	✓
Tanzania	✓	✓	✓
Zambia	✓	✓	✓
Zimbabwe	✓	✓	✓

Source Gender Links 2012 and SADC Gender Unit, 2013.

Mainstreaming the targets of the SGP into GL programme work



An analysis of the 672 case studies gathered in 2012/2013 shows that the provisions of the Protocol most referred to correlate closely to GL's programmes - media, GBV, productive resources and governance. This affirms GL's

efforts to move from paper provisions to changing lives in its own work. The constitutional and legal rights provisions also feature strongly, thanks to strong SGPA networks in this area. However, the SGPA needs to work harder in the

education, HIV and AIDS, health and peace building sectors, as well as building advocacy networks in countries like Angola and Seychelles, that did not host summits or submit entries.

Civil Society organisations brought together by the campaign

One of the most significant contributions of the SGP has been to provide a tool for citizens to demand accountability. Through the SGPA, all three GL programmes working together, the energy and muscle of the 300 media and local government COE's coming together in 12 national and a regional summit in the first quarter of 2013, GL managed to gather substantially more case studies of the SADC Protocol@Work surpassing the target.

The DFID GTF evaluation commented: "Gender Links has done a commendable job as the secretariat of the Alliance in coordinating the efforts of citizens through the campaign for adoption of the Protocol. In this regard, GL has fully met the targets of signing MOUs with 15 country networks by 100% and MOUs with 10 regional clusters by 80%. There is evidence that GL will fully achieve the target of signing MOUs with all 10 regional clusters by 2015. The Alliance has introduced two regional thematic clusters representing faith-based organizations and men's sector currently coordinated by the Norwegian Church Aid and Men for Gender Equality Now (MEGEN) respectively. Gender Links is yet to sign MOUs with these interest groups."

Reaching out to Faith Based Organisations in the SADC region

Faith-Based Organisations (FBOs) wield significant influence and power in communities and in the home. One of the findings of the GL's Violence Against Women Baseline research from six countries is that people go to their religious leaders for guidance in handling cases of gender violence.

FBOs play a major role in promoting attitudes and beliefs about the role of women and men in society. These can sometime be problematic and promote negative gender stereotypes. At the same time, some religious institutions are working to change gender relations. FBOs are a key mobilising platform for gender equality given their power, influence and reach.

In 2013 GL conducted seven workshops with FBOs in Botswana, Swaziland, and Zimbabwe. The Norwegian Church Aid (NCA), a long-standing partner of the GL, supported this initiative. The purpose was to empower FBOs to run gender awareness campaigns, link them to national Alliance structures and local government Centres of Excellence.

To sustain the momentum of the workshops, GL is in the process of signing a memorandum of understanding (MOU) with Fellowship of Christian Councils in Southern Africa (FOCCISA) by September 2014. Through FOCCISA GL will raise awareness of the SADC Gender Protocol within church communities, and sensitisation on gender mainstreaming within the church. This will contribute to increased knowledge on the gender equality discourse by FBOs.

Even as the MOU is in process, GL collaborates with FBOs during the Sixteen Days of Activism campaign, with one campaign day dedicated to "The role of the FBOs in addressing gender-based violence." GL worked with FBOs in the *Score a Goal for gender equality* campaign in the build-up to Soccer 2010 World Cup hosted in South Africa.

At policy-level NCA commissions GL to engage with FBO leadership on the targets and provisions of the SADC Gender Protocol. This creates safe spaces to discuss gender mainstreaming in FBOs and its curricula.

Feedback from Zambia is particularly insightful. Rev. Rosemary Nsofu, from the Zambia Council of Churches shared that the Women in Southern Africa (an Alliance partner) gender audit investigating levels of gender awareness in the churches revealed stark gender gaps. According to Nsofu, the major gap was that the majority of church members are women but men dominate the leadership and are policy makers.

This led to the Christian denominations including Christian Council of Zambia (CCZ), Evangelical Fellowship of Zambia (EFZ), and the Zambian Episcopal Conference (ZEPF) coming together to form an Alliance of churches for gender equality. In addition, one of the major denominations in Zambia, CCZ started to mainstream gender in all church activities including training of the clergy in the denomination's Bible College. Gender is integrated in the syllabus of CCZ theological college. The United Church of Zambia (UCZ) is working on a gender policy and has conducted gender clinics for bishops, clergy, and the lay leaders on gender awareness.



The inaugural 2013 SADC Gender Protocol Regional Summit included a regional award for gender mainstreaming in FBOs.

Country	Organisation	Organisation
Botswana	Botswana Council of Churches	GBV and conflict resolution
Lesotho	Catholic Commission for Justice and Peace	Constitutional, legal rights and governance
Namibia	Namibian Catholic Bishops Conference	Constitutional, legal rights and governance
Swaziland	Church Forum on HIV and AIDS	Sexual and reproductive rights, health, HIV and AIDS
	Tamar Project	GBV and conflict resolution
	Young Stars	GBV and conflict resolution
	AME Church	Education and economic development
Tanzania	Christian Social Services Commission	Sexual and reproductive rights, health, HIV and AIDS
Zambia	Street Children, OVC & Vulnerable Adults	GBV and conflict resolution
	YWCA Men's Network	GBV and conflict resolution
	Youth Alive	Sexual and Reproductive Health, HIV and AIDS
	Dorcamo Community HIV/AIDS Prevention and Care	

As reflected in the table, the FBOs made strong submissions to the SADC Protocol@Work Summit. The adjudication panel scored six of the twelve entries 80% and above. They commented that the case studies that presented were of an outstanding quality with potential for replication. The judges emphasised the need for collaboration between FBOs and civil society organisations to share knowledge and learning on good practices.

Christian Social Services Commission based in Tanzania won the award for ground-breaking initiatives in reducing maternal and infant mortality amongst premature and low birth weight babies, promoting low-cost methods and sharing best practices amongst hospitals through the “kangaroo method”. The method involves using the mother's own body to incubate pre-term babies.

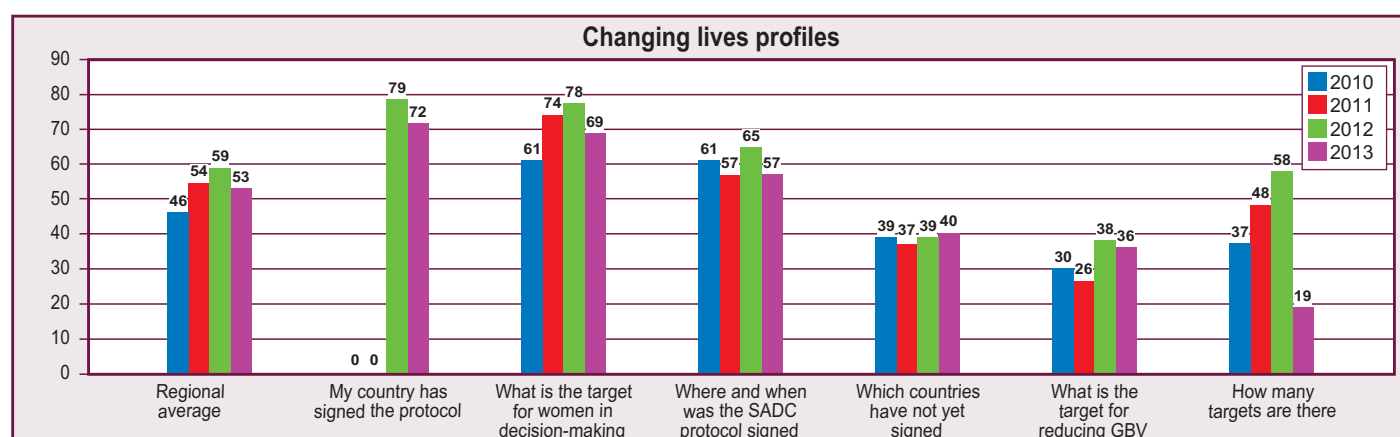
Namibian Catholic Bishops Conference took the runner up award. An umbrella organisation of associations that provides representation at local, village, national and regional level fighting for gender equality within the socio-economic, political; legal justice and religious arenas. The organisation operates under the theme “Let Justice Prevail”.

Other interesting case studies included the Tamar Project that campaigns against GBV through creating awareness amongst FBOs and religious communities. Pastors and priests speak out against rape and other forms of harmful cultural practices.

The Church Forum on HIV and AIDS presented its research paper, “A Biblical Approach to Gender”. The paper is a reference document and advocacy tool for facilitating Church Forum dialogues on issues of gender disparities within the community.

A parallel event for FBOs during the summit provided a space for strengthening the FBO network and encouraged dialogue around the challenges that FBOs face. Following the event, GL received a request by an ordained women minister of the United Congregational Church of Southern Africa noting her concern that there was limited understanding on issues of faith and gender. She requested that the Alliance convene a regional workshop to broaden knowledge on faith and gender. The Alliance is seeking support for the workshop.

Popularisation of the Protocol



The DFID GTF evaluation found that “the Alliance network has done extremely well in popularizing the Protocol with ordinary women and men through village level campaigns with an achievement rate of two out of five, or 80%. The 2013 SADC regional Barometer reports a seven percent increase in citizen knowledge of the Protocol from 46%

in 2009 to 53% in 2013. The target is to get 60% level of citizen awareness of the Protocol. The Alliance and partners administered the knowledge and attitude quizzes of the Protocol to nearly 50,000 citizens across the SADC region reaching 53% women and 47% men.” The effect of this at the individual level is reflected in the quote that follows:

“Knowing gender concepts has changed my life in many ways. I now know that climate change affects women more than men. Working with school children has been another added value. They in turn have trained their parents to become environmentally conscious. Without Gender Links, the SADC Protocol on Gender and Development was something abstract and irrelevant to me. Now I refer to the articles of the SADC Protocol when writing projects. The project has shown me that women are very responsive, and at a grass roots level, women understand and adapt to new strategies better than men. Women have proved that they must be given an equal say in any decision-making process, particularly in matters related to environment. The strategic (SGPA) campaign on Climate Change and Sustainable Development has set a whole machinery in motion.”

- Ruben Munien, Curepipe Municipality, Mauritius

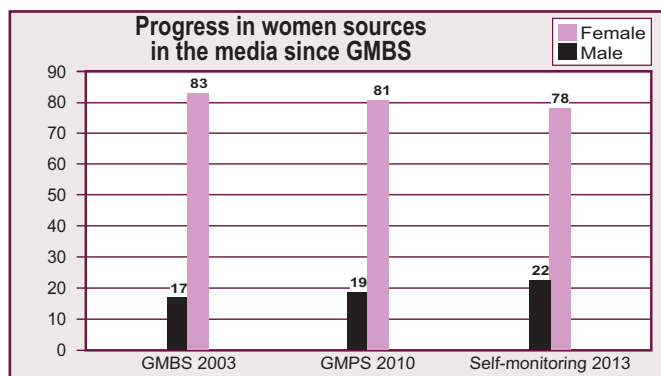


Ruben Munien at the 2013 SADC Gender Protocol@Work Summit.

Photo: Gender Links

Gender and Media

The Programme objective for the gender and media programme is to hold the media to accountable for promoting gender equality in and through its work. This outcome is achieved with two accountability outputs: a) citizens are empowered to engage critically with gender and the media through media literacy managed by GMDC, and b) there is steady progress in achieving the SADC target of equal representation of women and men in and through the media.



Source: 2013 SADC Gender Protocol Barometer.

In terms of women's voices expressed through the media, the graph shows a five-percentage point increase in the proportion of women sources since the 2003 Gender and Media Baseline Study (GMBS)'s from 17% to 22% over the last ten years. There is still a lot to be done to attain a 50% women's voice through the media by 2015. There is hope that women sources will increase as indicated by the work of GL with 76 media houses whose self-monitoring exercise as part of the COE showed increase in women's sources from 21% in 2012 to 22% in 2013.

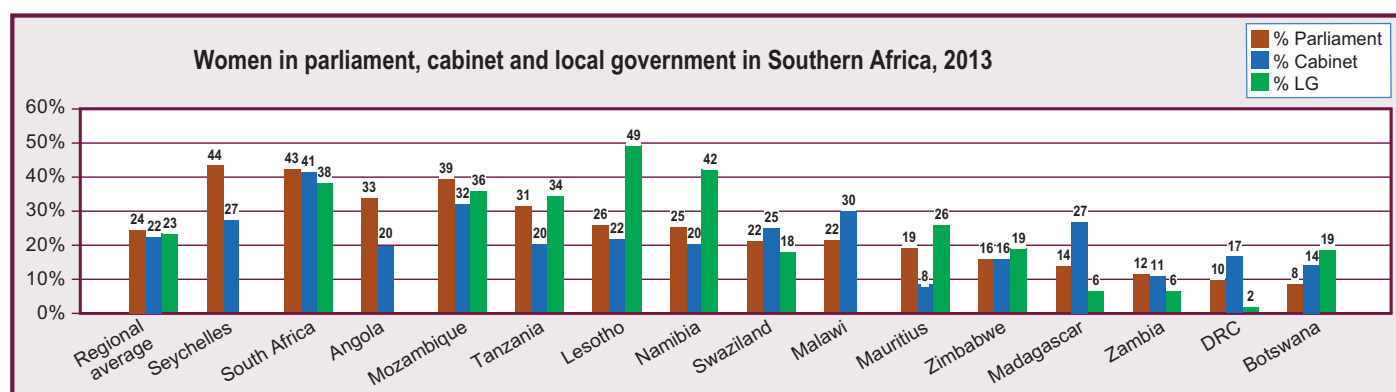
GL continued collaborating with active GEMSA country chapters who are independently registered and still working

to implement the gender and media literacy component of the GTF-funded activities. GL is planning to bring the GEMSA country Networks under the umbrella of the Gender and Media Diversity Centre (GMDC) that brings together media training and media development NGOs. GL has continued collaborating with VSO-RAISA to track progress towards achieving the targets of the care work. VSO-RAISA is also the thematic leader of the Alliance regional cluster on Care Work. Furthermore, GL has built care work into the local government COE programme. This will ensure that the *Making Care Work Count* campaign continues at community level through 300 local councils in ten countries.

Gender and Governance

The main objective of the gender and governance programme is to ensure women's equal representation and participation in decision-making (as required by the SADC Gender protocol). Two accountability outputs for achieving this objective are: a) media reporting on women's political participation is enhanced and women decision-makers are empowered to use the media for advancing gender equality to increase women's representation and participation in national and local politics, especially in countries where this is still very low, and b) increase in women's representation and participation in national and local politics, especially in countries where this is low.

Although the gender, media and elections project support ended in June 2011, the media training has significantly contributed to improvement in the coverage of women as candidates and voters, and in the coverage of gender issues in the elections. Although the target was having women constituting at least 15% media sources during elections, countries that exceeded these target are South Africa (34%), Namibia (19%), and Mauritius (17%).



Source: SADC Gender Protocol Barometer 2013.

The regional average for women's representation in parliament is 25% (a 5% increase in four years) and 24% women in local government. The representation in parliament is 5% lower than the 30% target and 6% lower than the 30% target in local government. Women's representation in SADC remained the same as 2012 at 24% for both parliament and local government while representation in cabinet decreased by 2% in August 2013. Only 5 out of 15 countries have achieved over 30% women in Parliament and Local Government and 3 out of 15 have achieved over 30% women in Cabinet. The graph shows countries with the lowest representation of women in politics as being Botswana, DRC, Zambia, Madagascar and Zimbabwe.

The 2013 SADC regional Barometer shows that Lesotho is near gender parity in local government elections with the highest of 49% of women representation in local government. Mauritius quadrupled women's representation in local government to 26% in the December 2012 elections while Swaziland slid backwards from 18% to 14% in local urban elections. With ten national and eight local elections before 2015, it is anticipated that SADC countries may not attain the 50% gender parity by 2015.

Gender Justice

The main objective of the gender justice programme is to halve current levels of gender violence and devise targets for achieving this. The major accountability output for achieving this objective is for national and local action plans to end gender violence to be developed, publicised, tested, given a human face, implemented and tracked leading to a reduction in this human rights abuse in line with the SADC Gender Protocol target of halving gender violence by 2015.

Gender Links has successfully completed piloting GBV Indicators study in all three countries of South Africa, Botswana and Mauritius with GTF funding and expanded the study to three others, Zimbabwe, Lesotho, and Zambia with other donor funds. The research is complete in Zimbabwe, in process in Lesotho and Zambia.



Since 2006 GL has worked with nine governments in developing National Action Plans to End Gender Violence and this initiative was boosted by the UN Secretary General's UNite to end GBV campaign. The governments in SADC are demonstrating good will in developing legislation to criminalise GBV and human trafficking and also putting in place concrete measures like provision of post exposure prophylaxis (PEP).

Through the PPA flexible funding GL completed the research in the South African provinces of Limpopo, Western Cape and Kwa Zulu Natal (Target for Year 1) and cascaded the research to three additional countries (Target for Year 3), Zimbabwe, Lesotho and Zambia. All the elements of the research are complete in Zimbabwe and in process in Lesotho and Zambia. GL presented the findings of the research to date at a forum of African Gender Ministers convened by UNECA and at the 57th Session of the Commission on the Status of Women, GL has been asked to join a UNECA reference group designing a study on the costs of GBV, an area that requires further exploration in the research.

GL envisaged that the research would unfold in a linear way. The plan was to do the research in South Africa, Mauritius and Botswana followed by advocacy and lobbying. The envisaged result was a GBV National Action Plan that incorporated the indicators and baseline data in the three countries. Two factors affected the original plan: the burgeoning interest in conducting the baseline study in several SADC countries and the need to work with governments at their pace in a way that ensures ownership and muscle for the follow-up processes.

In addition to the three countries where GL has moved ahead thanks to PPA flexible funds and accompanying grants from Sida, UNWOMEN and the UNDP, Namibia, Mozambique, Seychelles and Malawi have expressed interest in undertaking the research. With regard to the follow up processes in the countries where the research has been launched, an important first step has been to elevate political buy-in and support. This has been most successful in Botswana and Mauritius.

"In Botswana, the (VAW Baseline Study) findings have sparked an unprecedented engagement... The results provided a springboard for a countrywide drive to address GBV. Cabinet sent the Women's Affairs Department back to the drawing board to come up with baseline data for every district beyond the "narrow statistical sample" to better understand the dynamics in



each locality. The President of Botswana (Ian Khama) has tasked everyone in the country to map the response that each current and prospective stakeholder would undertake as part of a multi-sector approach to address GBV as a response to the findings."

*Valencia Mogegeh, Director,
Women's Affairs Division, Botswana*

Four ministers, the head of the Equal Opportunities Commission and the editor-in-chief of a major newspaper attended the launch of the Mauritian report that has since been the subject of a cabinet memorandum. The high profile campaign that ran through the Sixteen Days of Activism from 25 November to 10 December 2012 brought together all GL programmes to "get the nation talking." Municipal libraries of the local government COE's hosted daily cyber dialogues in creole on each chapter of the report. MBC radio linked in with a one hour talk show. The report received extensive coverage in the mainstream media. The stage is now set for reviewing the existing National Action Plan on Gender.

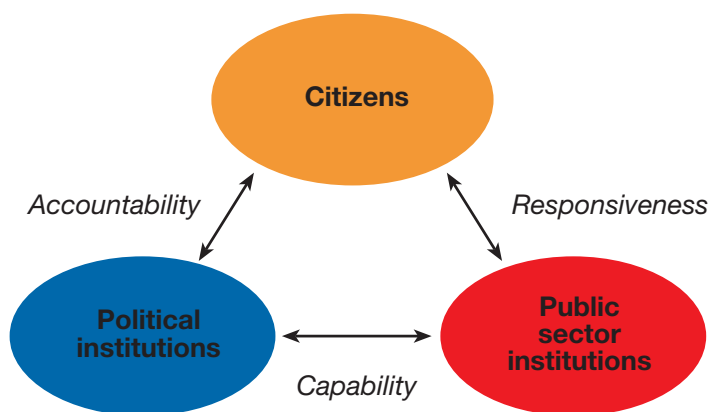
South Africa is more complex. GL had hoped that its membership in the National GBV Council would leverage support for cascading the research to the whole country, but this structure has been slow to get off the ground. GL has followed the parallel strategy of presenting the research to provincial governments (for example to the executive committee of Gauteng province, chaired by the Premier) and canvassing the Commission on Gender Equality (a Constitutional body) to use its muscle to get government support for the roll out. As this report went to press, GL had presented the findings of the VAW Baseline Study to the National GBV Council. The Minister of Women, Children and People with Disabilities had expressed interest in the four province initiative being cascaded to a national study.



Loga Virahsawmy and Mauritian Prime Minister, Dr Navinchandra Ramgoolam.
Photo: Gender Links

Impact

DFID's Capability, Accountability and Responsiveness (CAR) Framework



As part of its project completion report for the DFID Governance and Transparency Fund (GTF) in 2013 GL had to document its results over the period 2008 to 2013. GL produced seven Most Significant Result (MSRs) covering all its programmes. The results were categorised using the Capability, Accountability and Responsiveness (CAR) framework. The MSR can be accessed at: <http://www.genderlinks.org.za/page/impact>. The final GTF evaluation verified seven Most Significant Changes (MSCs) identified by GL in line with the CAR framework: one capability, five accountability and one responsiveness. The diagram is an illustration of the three overlapping elements of capability, accountability and responsiveness (CAR) framework¹ which forms the virtuous cycle of governance (Mark Robinson, Head of Profession Governance and Conflict DFID).

¹ DFID's Working Paper 34 (2009) defines capability as the ability of governments and leaders to get things done and accountability the ability of citizens to demand performance from governments and leaders, and responsiveness as the extent to which public policies and institutions respond to the needs of citizens and uphold their rights, including human rights/liberties, access to basic public services, pro-poor policy, equality, regulation and corruption.

Improving capability

The programme chose “Putting the SADC Protocol to work at national and local level” as the MSC to demonstrate capability. The change sought is for governments in SADC to demonstrate commitment to achieving gender equality by 2015 through the adoption, ratification and implementation of the SADC Protocol on Gender and Development. In SADC countries, 25 civil society organisations and networks in 15 countries have joined the campaign for the implementation of the Protocol and produced over 1190 case studies of the SADC Gender Protocol@Work demonstrating how women have been empowered to claim their social, political and economic rights through this unique instrument.

GL's story of change is that the South Africa council of Capricorn, twice winner of the best Centre of Excellence (COE) for mainstreaming gender in Local Government, provides a close up example of how the SADC Gender Protocol has been used to inform every aspect of the council's planning and service delivery. This MSC demonstrates that public sector and political institutions that can be held accountable for their actions are more likely to respond to the different needs and demands of the marginalised groups. The changes involved mainstreaming the gender agenda in the council plan and budget to contribute to poverty reduction and women's economic freedom and improved social service delivery.

GL's media programme aims to transform gender relations in and through the media. The media is viewed as both a target and a potential tool for change. Through its research, training and advocacy initiatives, GL aims to increase citizens ability to engage critically and meaningfully with media leading to greater accountability and responsiveness on the part of the media.

Over 1500 citizens in ten countries have engaged critically with gender and the media through media literacy training targeted at the general public, local government, women in politics and schools. This has resulted in women running successful election campaigns; complaints being taken up with the media; and a variety of self- productions using new media. At least 500 women gained access to the Internet and participated in cyber dialogues for the first time as a result of media literacy. (We are still analysing exact numbers for all these). Many of these have gone on to use their IT skills in accessing economic opportunities.

Poonam Sewnarain says: “After the second workshop on “Media Literacy and Women in Politics” we did the mock radio interview. You encouraged me to talk. I will always remember how I was smiling and not replying to your questions until you asked me very down to earth question about my husband and children. Then you started asking me questions on issues raised at the workshop itself and what I intend to put in my electoral manifestoes. This triggered me and it was like a revision of the three days I spent with you. While I was talking I did not even realise that it was me talking as never in my life I have talked on such important issues.” She went on to say that working with GL since 2008 has helped her to communicate better.



Malawi Alliance Network gets ready for action at the 2013 Heads of State summit.
Photo: Colleen Lowe Morna

The media literacy project aims to enhance citizens' responsiveness by building their capacity to engage critically with the media. To date, this project has seen GL train over 1000 citizens on media literacy. In the past year, the media literacy course benefitted 62% women and 37% men.

The media literacy programme impact on individuals ultimately increases media accountability to its audiences. At the individual level, members of the public (learners, women politicians, media personnel and media trainers) capacity is enhanced through the project. Not only are they able to demand accountability from the media, but they are empowered to produce their own media. Some participants took up complaints and challenged the media on stereotypical representations of women and men.

GL extended the media literacy project to women politicians across the SADC region. The capacity building efforts have enhanced women politicians' understanding and appreciation of key, gender, election and media issues. This has led to greater agency on their part as well as increased skills and knowledge in engaging with media. The change in women politicians' capabilities and self confidence has contributed to the greater struggle to increase women's political participation. See <http://www.genderlinks.org.za/page/women-in-politics>

“I gained confidence in myself which is of utmost importance for the kind of work that I do. If I do not have confidence in myself how can I get all these vulnerable children to get confidence in themselves and live a different life? After their schooling with us, we have to make sure that they do not go on the streets again and we help them to find jobs. We want them to live in a healthy environment. During Gender Links training when we were told to prepare our manifestoes and were given ideas on how to do this, the problems of these children immediately came to my mind and social integration of vulnerable children was one of the points in the manifestoes.”

In South Africa, women sources in the 2009 South African elections rose to 34% compared to 22% in the previous election. The media profiled a wide range of women from the ruling party and opposition, and provoked several gender-related debates, including the suitability of a polygamous president for office in a country espousing gender equality. The public debates hosted by GL in partnership with the media resulted in a gender aware leadership score card now used to enhance gender responsive governance in 300 local councils in ten SADC countries.

GL's media literacy course has also played a big role in mainstreaming gender in the journalism and media education and training curricula in institutions of higher learning. Following the GL 2010 Gender in Media Education (GIME) audit, GL engaged media institutions on curriculum review to integrate gender in media training.

This process began with gender and media literacy training with academic staff from institutions of higher learning offering journalism and media education and training. Seven institutions of higher learning showcased good practices on mainstreaming gender in journalism and media education and at the 2013 SADC Gender Protocol @Work Summit.

Sheila Mmusi of the University of Limpopo Media Studies Department, one of the institutions that benefitted from this project says, "When we were doing our curriculum review at the university, we tried to ensure that our training programme has clear and well-defined gender components. Gender mainstreaming is an important component in improving media training and ensuring that university graduates coming from our programme understand gender inequalities and report on inequalities that exist in societies when they become media representatives."

The gender and media literacy training improves individual's capacity to hold the media accountable and to project their own voices into the public sphere. GL used a similar strategy to get women GBV survivors to speak out about their experiences of GBV.



Rose Thamae.

In South Africa, speaking out about gender violence has empowered women to reclaim their lives, according to a follow up study of 55 women who participated in the South African "I" stories project. One such example is Rose Thamae, a survivor of gang rape who contracted HIV and AIDS, and now leads a community home-based care initiative that has resulted in help and support

for over 10,000 poor women and men, extending all the way to Lesotho. The success of the "I" Story project in South Africa has resulted in GL engaging with over 1000 women across Southern Africa in telling their stories, and in a follow up project to provide them with entrepreneurship

training linked to the local development initiatives of councils.

Rose Thamae was first raped as a child and then gang-raped twice as a young woman. Thamae has this to say about the "I" stories, "Telling my story made me feel strong. I keep telling my stories again and again to my kids, to my friends, to my neighbours, to the world. I have learned that if bad things happen to you it is not the end. I find strength in my work. Each week there is a funeral to attend. But there is also a life being saved; a new lease of life being given."

Thamae is one of 55 GBV survivors who spoke of the power of speaking out in the 2010 GL publication *The South African "I" Stories experience - Speaking out can set you free*. Publishing the personal stories of those most affected by gender violence empowers the individual writer, raises awareness and creates dialogue. Many of the stories reflect the complex nature of gender violence, and how it relates to poverty, inequality, lack of access to education and resources, and of course the crucial link between HIV and violence.

Although the stories are sad and often shocking, they also inspire hope. The overwhelming sentiment throughout each of the stories is the need to speak out. Overall, it is evident that there is a place for the real stories of gender violence to be heard. For the women telling their stories, their courage is a very big step towards their own healing, and in creating a culture that says, "no more violence." Each of these stories represents thousands more. Writing their stories is a daring step forward for themselves and for other women. Reading stories like this, everyone, from neighbours to leaders, will see the real faces behind gender equality and encourage an end to violence of all kinds.

Improving accountability

GL chose five MSCs to demonstrate that citizens' capacity to express and exercise their views is a vital part of good governance and poverty reduction. All five MSCs illustrate how change in the political and public sector institutions can be achieved as a result of strengthening citizens and CSOs through direct collective or individual civic engagement with the state and through CSOs and media oversight/watchdog role.

Thirteen governments have signed, and eleven ratified the SADC Protocol on Gender and Development, following a civil society initiative coordinated by GL to make governments more accountable and responsive on gender-related issues. The implementation of this Protocol has resulted in five governments and 190 local councils covering 21 million people incorporating the 28 targets of the SADC gender protocol into their gender policies and action plans.

In Mauritius a multi-dimensional campaign led by GL resulted in an amendment to the Constitution and the introduction of a quota to the local government election act. This resulted in the proportion of women in local government increasing from 6% to 26% in the December 2012 elections.

The changes in increased women's representation and participation in government and the media enhances equity and efficacy in service delivery, improved social, economic and political well-being (impact) of ordinary citizens. The series of studies, *At the Coalface, Gender and Local Government in Southern Africa*, conducted by GL in 2004 in six countries with GTF funding found that gender equality brings qualitative difference in governance and improvement in service provision. Having women as political leaders increases participation in democracy, inspires women of all sectors to take leadership roles, introduces new policy priorities, and increases transparency and bipartisan efforts in government.



Grappling with the findings of the Violence Against Women Baseline Study in Zimbabwe

Photo: Colleen Lowe Morna

Improving responsiveness

GL chose one MSC on responsiveness to show how increased representation of women in local councils improved social, economic and political well-being (impact) of ordinary citizens through access to resources and service provision. DFID Working Paper 34 defines responsiveness as the extent to which public policies and institutions respond to the needs of citizens and uphold their rights. The anticipated change under objective on responsiveness is for citizens, especially women, to become aware of, and empowered to claim their rights and make demands of public institutions and their governments through the SADC Gender Protocol campaign (see the relationship on responsiveness in diagram above on DFID's CAR framework).

Across SADC countries, nine national and 190 local action plans to end gender violence have been developed; publicised; tested; given a human face; implemented and tracked due to this particular programme. This has led to six countries in the SADC region piloting a ground-breaking study designed by GL for measuring the extent, effect, support and prevention of GBV. The studies have resulted in the President of Botswana and Prime Minister of Mauritius instructing their cabinets to mount high profile, concerted campaigns for ending GBV in line with the SADC Gender Protocol target of halving GBV by 2015.

This change is reflected in Chiredzi, a local council in southeast Zimbabwe. Chiredzi provides a close up example of how poor women are using the SADC Gender Protocol to demand access to housing, economic opportunities, an end to violence, and support to care givers. GL's interventions through the local government COE village level workshops aimed at building awareness and

capacity to respond to citizens, removing barriers and improving direct access to decision-makers, and supporting systematic and transparent budget and policy processes. The local council's responsiveness to the needs of the citizens contributed to improved well-being and poverty reduction among the affected citizens.

Changing lives

The GTF evaluation found that "The most significant areas for improvement include continuous addressing of negative attitudes caused by cultural practices that discriminate against women, strengthening institutional capacity of GL's partner organisations in the media and local government, securing financial resources and strengthening political will and getting buy-in from media houses, local councils, and gender machineries in the region. There is a strong case for GL to continue with the multi-pronged approach to address gender inequalities through its work with the

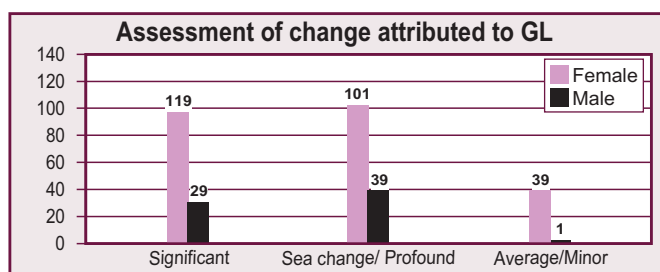
media, government institutions, community structures, and individual men and women. The challenges have impacted programme performance in media, justice, governance and campaign for the SADC Gender and Development Protocol."

Changing lives measures individual change. In 2013, GL gathered and analysed 328 stories of change. GL analysed the stories based on a set of indicators that covered specific areas and the overall change. Overall change included:

- Sea change indicates a change in direction, convictions, vocation, work.
- Profound change refers to leaving a lasting mark - meeting GL was a watershed moment.
- Significant change refers to concrete and tangible difference.
- Average change: A few cosmetic changes.
- Relatively minor: Would anyone other than this person notice the difference?

"I heard a lot about Gender Links on the radio and television, especially during the Sixteen Days campaigns. Different topics were addressed every day. In 2012, Centres of Excellence for gender mainstreaming in Local Authorities came to Tses. I felt empowered, I got that self-confidence as a woman to face the realities of today's challenging world, where women cannot excel in many domains. The training sessions were an eye opener in terms of how women can make a difference for themselves."

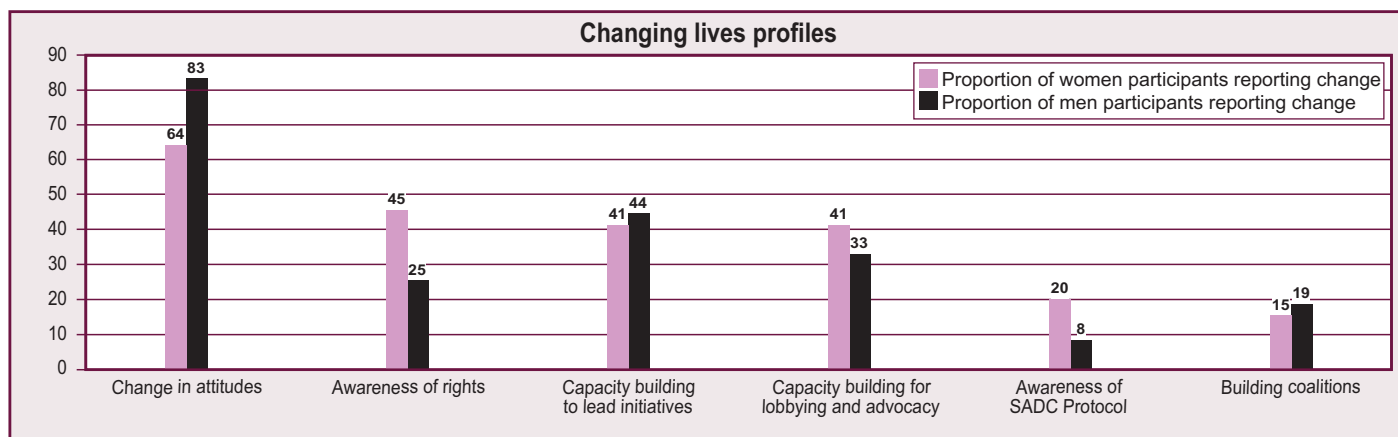
Elizabeth Agatha Jaar



Due to the relatively small sample, GL combined certain categories to facilitate analysis. Of the 258 women, 119 experienced a significant and 101 a “sea” or profound

change through GL's work. Of the 70 men, 39 (more than half) experienced sea or profound change. A relatively small number of women and only one man experienced average or no change.

The social consequences or social accountability refers to capacity of ordinary citizens to demand improvements in state provision of public goods especially among hitherto marginalised groups like women in rural areas. Social consequence of the programme is best understood from the differences made in the lives of beneficiaries through addressing barriers to gender equality.



Over 80% of men profiled claimed their attitudes changed. Nearly half of all women spoken to experience an awareness of their rights, and nearly half of all people, both men and women, developed leadership skills. Change

in attitude was the most significant change reported by beneficiaries interviewed by GL. This is amplified by the following quotes:

Changes in attitudes and perceptions reported to the GTF Evaluator

Ever since I started attending Gender Links gender mainstreaming workshops, my mind-set has shifted from the cultural beliefs I used to hold onto, as I realised some of them were being used to discriminate against women. I am one of those men who were raised to believe that a man is above a woman, and even when I started my own family I still had those beliefs. In my town of Marientel, this is the norm. However, after my first gender training workshop with Gender Links, I realised how wrong I was. The training helped me understand that women's rights should be respected in all communities. - (*Domingo Matseu, communications liaison officer for the Marientel town council, Namibia*)

My perception of women, especially of my students, has changed. Before all these gender trainings that I undertook, I perceived a woman as just being a woman. Now I can see that women have the capabilities to contribute to society's wellbeing and knowledge base. I do not live by the stereotypes I had before. My wife is a journalist herself, and this has helped me to understand these dynamics, especially the dynamics of the working environment in the media industry. Young female students have even noticed this change in me and have become closer to me as they see that I have a changed mind-set. - (*Mambuya Obul-DRC*)

Aside from changes in attitudes, over 150 people interviewed by GL said they gained knowledge and new skills through working with GL. Some, particularly women and men in politics, spoke to the 'hard skills', like

campaigning, IT, communications and gender budgeting skills. Others emphasised the importance of softer skills, like leadership.

I first interacted with Gender Links when they came to train us in Maseru on gender mainstreaming. Now I am one of the trainers for the council. In my work as a councillor, I ensure that there is supply of water for the community and that broken taps are maintained. As a council, we also issue licenses for small dams. We educate people to become

aware of climate change. Our programme involves working with social workers in the care of orphans and care workers in the community. We resolve conflicts among people who fight for land or development sites. We ensure accessibility of roads within the village.” *Cllr Thatho Mokuena, Senekane Community Council, Lesotho*

KNOWLEDGE, INNOVATION AND LEARNING

By Colleen Lowe Morna ~ CEO



Learning and sharing: Mukayi Makaya (left) facilitates a Diakonia gender workshop in Kenya.

Photo: Colleen Lowe Morna

GL's approach to learning is responsive, dynamic, rigorous, embracing, relevant and applied. Over the last two years, thanks to the exposure to new ideas and learning, GL has experienced a paradigm shift from Monitoring and Evaluation to Results for Change, incorporating M and E, knowledge, learning, innovation and - in the year under review - Value For Money (VFM). Within GL, we annually produce the GL Learning Journey, a reflection of what we learn from experience each year.

"Where can we find an octopus?" It struck me that as an octopus predicted scores during the 2010 soccer world cup, so would it predict our success in holding the summit! I also wished that the dear Octopus could lend me a few hands, for I had two and needed more...

Thandokuhle Dlamini, GL-Swaziland

A part time knowledge manager helps us gather and analyse qualitative evidence in the field. GL is training programme and country managers to engage with the findings and build these back into programme design. An experienced part time librarian manages our resource centre. We have an arrangement with the African Books Collective, based at Oxford University, to market GL publications overseas. GL is currently in a discussion with ABC on turning key publications into E books for sale through Kindle. GL is in

discussion with Zed books in London to partner in various knowledge products, such as a practise book on measuring gender violence.

"Notice that time is the only thing that all men and women have in equal quantity. The richest in the world has the same twenty four hours in a day as the poorest. Likewise, the most diligent and productive women and men have the same amount of time that the laziest has. What is the difference? It is in what each one of us does with our time."

Faides TembaTemba Nsofu, GL-Zambia

The graphic that follows, available in the Knowledge and Learning section of the GL website, provides a mapping and summary of the learning processes that GL engages in, and the resulting knowledge products.

"I am who I am because of my work. I have learnt that it is important to find something that challenges, something to look up to because at end of the day it is a learning curve for us. It was a difficult year for me, but I have grown from strong woman to stronger!"

Ntolo Lekau, GL-Lesotho

Learning processes at GL	Example of knowledge products		
	Books	Reports Manuals	Articles/ briefs/ pamphlets/papers/DVDs
Organisational learning			
Agenda setting			GL Policy Briefs
Reflection	• Annual report; GL@Ten • Learning Journey (annual)	• GL Policies and Regulations; Results for Change Manual; Communications Manual • GL Leadership Manual	GL@Ten - DVD
Learning session during monthly management meetings			“I” stories or first-hand accounts on our work, eg during the Sixteen Days of Activism
Biannual planning meetings			
Internships			
Short courses, eg Leadership, Climate Change			
Scholarships for staff offered through donors			
Study leave for staff doing relevant courses			
Programme research			
VAW baseline studies	Three country reports, SA - four province reports		Peace begins@Home - pamphlets; radio spots
Media Monitoring	Gender and Media Baseline and Progress Study		
Tracking progress	SADC Gender Protocol Barometer Regional and Country Barometers		
Learning by listening - reflective reports			
Gender and the Economy media training	Business Unusual, Gender and the Economy - compilation of stories from workshops		
Media and governance		COE Manuals	Findings of the COE verification visits
Justice	Healing through writing - follow up to the “I” Stories		
Learning with partners - peer learning			
Alliance	Roadmap to Equality	Implementation learning and sharing centre	
Southern African Learning Partnership (SALP)		Draft Gender Theory of Change, comments on the BOND principles of Credible Evidence.	
Creating global knowledge			
Papers through GL Services		UNECA, Commonwealth Secretariat, UNESCO	
Opinion and Commentary Service		Up to ten articles a week in English, Portuguese and French	

High quality knowledge products



GL is becoming a reference point for scholarship on gender in the SADC region. This is immediately evident through a search on Google Scholar for "Gender Links." While largely anecdotal, this brief review of google findings spells out some key areas of impact of the knowledge being generated by GL.

Such a search yields over 700 results, and the scope and caliber of the academic community engaging with the organisation is a testament to the quality of research taking place. The first page of 'hits' are documents exclusively authored by GL, which gives a sense of the level of research output of the organisation. With both region-wide research projects appearing and country studies in nine different countries, it is clear that the organisation is working on the ground across the region.

One of the first things that is evident is that certain foundational documents of GL are taken up widely; their citations are ongoing, indicating that they are becoming

reference points. For example, the "*Ring up the Changes*" report appears as a citation in 28 academic articles, some as recent as 2012, meaning its relevance is still widespread. Similarly, the *Gender in Media Training: A South African tool kit* was published in 2002, but was still being cited in 2012, indicating its ongoing value and relevance.

"Just a reminder that it is me who introduced myself to you as having recently completed a doctoral degree and that I found your website information and publications which I obtained from Gender Links to be quite useful and helpful in my research. My doctoral topic was 'An examination of the domestication of normative standards on women's political participation at local government level in Lesotho, Rwanda, South Africa and Uganda.' I must say that I found a lot of information through the research that Gender Links has done. In some cases your research helped to point me to the direction that I was seeking. The work that Gender Links does is really commendable and I hope you keep up the wonderful work that you are doing."

- Martin Nsibirwa, LLM Programme Manager, Centre for Human Rights, Faculty of Law, University of Pretoria

An additional search on SADC Protocol on Gender and Development ranks the GL website as second in line, only after the SADC website itself. This demonstrates the importance of GL as a reference point around the Protocol on Gender and Development. Furthermore, in a scholar search on the same, 74 sources cite GL. Of them, topics covered include electoral gender quotas, gender budgeting, peacekeeping, and gender in the media.

Some samples include "Does the Quality of Democracy Matter for Women's Rights? Just Debate and Democratic Transition in Chile and South Africa," published last year in *Comparative Political Studies*.

The caliber of publications citing GL reports is also noteworthy, indicating that GL is generating quality research, which is being taken seriously and recognised in the academic community. GL publications are cited 176 times in articles appearing in peer reviewed journals. This includes such diverse journals such as *Gender and Development*, *Journal of African Media Studies*, *Politics and Gender*, *Journal of Health Communication*, and *Representation*. Furthermore, GL publications emerge as key sources in three books, including *Gender and the Millennium Development Goals*.

Anecdotal evidence has already demonstrated that GL research and methods are receiving widespread uptake in the practitioner sphere. For example, the UN Office on Drugs and Crime uses the GL's Barometer in its own research. Civil society organisations in India are modeling their own citizen monitoring mechanism after the Barometer. Local government Centers of Excellence are being formed in Fiji. Now it is apparent that GL impact is also being felt in the realm of scholarship.



Finally, while peer reviewed, academic journals aren't GL's primary target, it is clear that its reach is extended to these debates. For example, the article "Electoral gender quotes: Between equality of opportunity and equality of result," GL is extensively cited. A comparative study of gender based electoral quotas in nearly 100 countries finds that, contrary to popular belief, quota systems are coming closer to providing equality of opportunity than equality of result. This article was cited 43 times in peer reviewed journals, and has findings which are clearly important for academics and policy makers alike. This is only one example of over a hundred like it.

Another such example is "*Numbers and beyond: The relevance of critical mass in gender research*." This article explores whether women represent the interests of women once elected into office. Obviously, independent academic research like this is invaluable for GL to test empirically its theory of change, which has as an assumption that having more women elected into office will lead to real changes in the lives of women in the constituency. (Happily, and not surprisingly for organisations working on gender at the local level, the researchers found that "representation by gender improves substantive outcomes for women in every polity for which we have a measure.")

With the help of knowledge coming out of GL, scholars are answering the kinds of fundamental questions spelled out above (see quotes below that demonstrate the impact of some GL studies and work at the global level). These are essential for policy makers and practitioners working on gender. Furthermore, it is creating a virtuous cycle that allows GL to improve its programme design through building an arsenal of independent, empirical evidence informing our programmatic work. This in turn boosts the quality of our research outputs, and promotes further contributions to these scholarly discussions.

"We knew GL was doing good work in gender and local governance but reading the case study makes one appreciate your interventions even more. A number of factors make your experience very valuable as learning for policy makers and others. Linking the SADC Protocol to your work at the local level clearly demonstrates how the gap between international commitments and actions at national level could be overcome. The fact that you are bringing the Protocol down to the first level of public administration is commendable." *Ngoné DIOP, Chief Gender Equality and Women in Development, UN Economic Commission for Africa, which selected GL's Gender and Local Government Project as one of seven best practices of mainstreaming gender in local government in Africa for a forthcoming publication.*



"Thank you for your worthy contribution for 10th Women's Affairs Minister's Meeting (WAMM). The Meeting was a huge success with 30 delegations and 19 Ministers attending.



Amongst all the papers printed for the Meeting, this paper was considered the best, and none remained by the end of the Meeting, members were requesting for more copies. We referred members to the Commonwealth website. As mentioned in our tele-conversation earlier, one positive outcome of the production of the 10WAMM Illustrative Trends Analysis on Women's Political Participation, resulted in the UK Gender Equalities Minister Hon Nicky Morgan instituting a mechanism for increasing women's leadership in the country."

'Kemi Ogunsanya, Commonwealth Secretariat, in reference to the paper produced by GL for the Meeting - "Women's Political Development in the Commonwealth 2004-2013."

Research requests

GL frequently responds to requests from researchers, as illustrated in this request: “I am emailing you because I am currently a Master student in the Netherlands, doing research for my thesis here in Zimbabwe on the topic of women and peacebuilding. More specifically, I am very much interested in the women's movement and the operational space that women's organisations have for promoting gender equality in Zimbabwe. I am particularly interested in women's rights and have been studying the newly accepted Constitution from a gender perspective.

For my thesis, I would like to speak to some inspirational people who are familiar on this topic, who are either active in NGO's or civil society and are knowledgeable on the topic of women's rights. I was told that you would be a very relevant person to approach! My question is whether you would be willing to assist me in gaining more knowledge on this important topic. Perhaps you have some literature or articles that you could recommend to me? I would also very much appreciate it if you would be willing to have a meeting with me and would perhaps like to participate in an interview for my research.” Elske Koelman, internship at the Netherlands Embassy in Harare, Zimbabwe.

Peer learning

The continuous cycle of learning fostered by the COE process led to the idea of summit winners going on study visits for their prize. When GL learned that South African COE Mossel Bay - inspired by the summit - was organising a local level summit in November, it approached the council to host the local government study visit, to inspire other COE's to organise district level summits. GL has used VFM analysis to show how this will reduce unit cost even further through broadening participation, with the added benefits of ownership and sustainability.

The sustained cycle of learning that GL has sought to create in all its processes is illustrated in its interaction with the DFID Learning Partnerships. As a DFID PPA grantee, GL sat on the steering committee of the learning partnerships in the first year and co-led what has since become the Gender Working Group. In 2012/2013 GL initiated the Southern African Learning Partnership (SALP) for DFID grantees with offices in the region. This group is, among others, contributing to a Theory of Change on Gender. SALP members also piloted and commented on the BOND Principles of Credible Evidence mentioned in a previous section. The next learning event will focus on Climate Change and VFM.



- GL joins the LP Steering Committee.
- Co-chairs the Gender Working Group.
- Contributes to a draft Gender ToC.



- GL initiates SALP.
- SALP engages with the BOND Principles and Gender ToC.



- GL builds both back into its *Results for Change Manual*.
- Undertakes verification of its COEs, looks for robust evidence.
- GL analyses Changing Lives, using its ToC.



- GL shares *Learning through Listening* papers with COEs.
- Analyses shows VFM from the COEs and new models for cascading them, leads to the idea of a new innovation, district level summits.

As illustrated in the graphic, GL has engaged with the London-based learning groups, shared this information with partners in the region, and channelled the learning back into strengthening its own institutional processes and tools. GL contributed to drafting a draft Gender Climate Theory of Change, but also took this opportunity to fine tune its own ToC, that has since been used to develop indicators for analysing GL's qualitative research (see Section 9, Changing Lives). GL piloted the BOND principles for credible evidence, and used these to strengthen its verification processes, through triangulating the GSC, interviews, first-hand accounts, and community feedback.

Each country manager produced a “*Learning through Listening*” paper shared at a side meeting of the SADC



Learning through listening: GL Zimbabwe Country Manager Priscilla Maphosa and DFID evaluation advisor Caroline Hoy visit Zvimba, a rural COE in Zimbabwe, ahead of the 2013 summit.

Photo: Colleen Lowe Morna

Protocol@Work Summit with country delegations. These papers fed into a summative paper, that among others documents the different models for cascading the local government COE's (see Output three), including twinning, drivers of change, peer educators and working with gender ministry district officials. GL has conducted a VFM analysis of the cascading models. GL is investigating how to upscale these approaches to other countries. For example, GL has

now shared the Lesotho model of working with district gender officers with the gender ministries in Namibia and Zimbabwe. The verification and VFM analysis also led to the idea of cascading summits to district levels in 2014. This case study shows how a dynamic, flexible and responsive approach to learning strengthens *results for change*.

What the GTF Evaluation found most innovative

The most innovative aspects of the GL programme that are replicable are the use of the Southern Africa Gender Development Index, the SADC Gender Protocol Barometer to track progress, the summits as a platform for sharing knowledge, learning, and networking, and innovative use of information technology in campaigns.

Southern Africa Gender Development Index

GL as coordinator of the SADC Protocol Alliance innovated the Southern Africa Gender Development Index (SGDI) introduced in the regional 2011 SADC Gender Protocol Barometer as a tool for assessing governance. The tool was developed with help of a gender budgeting expert to provide empirical evidence to complement the Citizen Score Card based on perceptions in assessing progress in implementation of the Protocol. Based on 23 indicators across six sectors (Governance; Education; Sexual and Reproductive Health; HIV and AIDS; Economy and Media), the index provides an empirical measure against which SADC countries can rate their performance against the 28 targets to be achieved by 2015 set in the SADC Gender Protocol.

SADC Gender Protocol Barometer



SADC Gender Protocol Barometer is a key monitoring and evaluation tool innovated by GL and the Alliance to measure progress of SADC countries towards achieving gender equality against the 28 targets. The Barometer is a repository of invaluable data on countries' gender credentials. Measuring citizen's perceptions on government's gender performance is an important indicator of how effective government's gender strategies are. GL uses the citizen score card to establish citizen's views. GL has improved the sampling methods for administering the citizen score cards to increase participation and complemented this with the SGDI. The Barometer is a useful tool used by the Alliance to profile the SGP and to lobby for its implementation.

Use of Summits for Sharing Knowledge and Good Practices

The SADC Protocol@work summit evolved from the concept of the Gender and Media Summit (GEM) and the Gender Justice and Local Government Summit innovated by GL and partners for sharing best practice in gender mainstreaming approaches across SADC countries. The summit has emerged as a platform for all stakeholders to take stock of progress in the critical count down to 2015

and to network. The 2013 summits combined the GEM and the Gender Justice and Local Government summits into one to build synergy across programmes and partners. The summit gives platform to recognise good practice and motivation to innovate.



The summits motivate participants and is a platform for all stakeholders to take stock of progress in the critical countdown to 2015. Photo: Colleen Lowe Morna

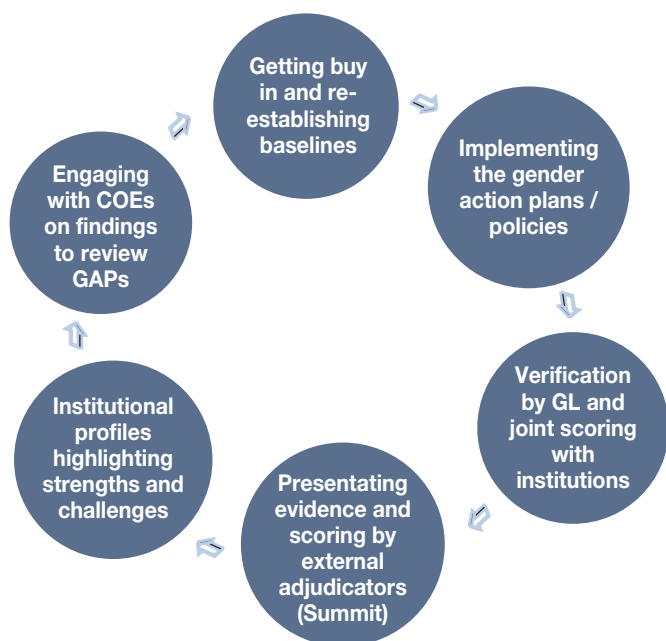
The summit awarded leadership and institutional awards from the Centres of Excellence for Gender in Local Government and the Centres of Excellence for Gender in the Media. The COE process has resulted in high level political support, across ministries and political parties, as reflected in the high level attendance at the summits at country and regional level. As such, the summit has proven to be space for cementing relations and getting buy-in from governments. Figure 11 shows the summit process from national to regional level. This year the regional summit in 2013 was preceded by 12 country summits in Botswana, Lesotho, DRC, Madagascar, Malawi, Mauritius, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe.

Innovative use of Information Technology

Winner of several local and regional awards, including the *Drivers of Change*, *Investing in the Future* and *Top Women* awards, GL is recognised for its innovative use of information technology in campaigns such as *Making IT work for Gender Justice*, *Score a Goal for Gender Equality* and others aimed at bridging the north-south as well as gender IT divide. The use of IT includes online chats in the form of cyber dialogues, Face Book and Twitter, and SMSes to link stakeholders across geographical boundaries especially throughout the Sixteen Days Campaign of No Violence against Women. GL has also used cyber dialogues to discuss and disseminate the research findings of GBV Indicators in Mauritius.

Application of learning

Every year GL learns and refines its programme delivery strategy. The organisation recognises that M&E is a dynamic should result in knowledge, learning and better practice. GL's two key institutional interventions are the media and local government COE programmes.



The graphic illustrates how, after the initial baseline score, GL staff conduct a verification exercise that included evidence review, triangulation with the community and a consultative scoring process with the institution.

GL produces institutional profiles documenting the findings of the verification exercise. Independent judges review the evidence and institutional profile during the annual SADC Gender Protocol@Work Summit. The judges score the institutions and provide feedback.

GL staff share the institutional profiles, and judges feedback their scores to the institution. The COE institutions review the gender action plan to guide further action. The process includes self-assessment, verification and triangulation, an external assessment of progress and integrating feedback into future practice.

2013 kicked off on a high note. I was excited about the New Year, ecstatic that for the first time in years, I had actually lost weight over the festive season, and was so close to my goal weight! I had spent time deliberating and writing out my new year's resolutions and was so determined to honour them.

My new year's resolutions are crafted around six thematic areas. These include spirituality, wellness and health, relationships, personal development, financial management and professional goals. I was even more excited that I successfully changed my study course and registered myself for studies in Gender and Development. Wow! I thought to myself, it is a new year, resolutions in order, feeling good, healthy and energised - all study modules had been delivered, it was all systems go - I was ready to rock'n roll, and there was NO STOPPING ME!

No so soon did the days turn into weeks, weeks into months and before I even caught up with myself, it was December 2013 and soon after, it was 1 JANUARY 2014 "Happy New Year" and the cycle began all over again!

2013 began with staff Human Resources (HR) Training that resonated with me and reinforced my positive energy. It was insightful and strengthened my management skill and underscored the principles of good management that foster good relations with peers and subordinates. This training laid good ground for me as a manager, it brought to my consciousness the fact that in a team we command



Mukayi Makaya.

different strengths, and it is important to harness and maximise the strengths of every individual member of the team. As GL Services Manager, at that time my portfolio included managing Gender Links accommodation and Conferencing establishment, as well the training and consulting business unit. Both arms of GL Services involve high levels of interaction with internal and external stakeholders. So this HR training laid a solid foundation for my 2013 journey.

True to Friedrich Nietzsche's "what doesn't kill you makes you stronger" a few months into the year the challenges had started! The GL Cottages struggled to meet its monthly targets - the reserves were dwindling, pressure mounted on the consultancy side, as we took on board new work, the school side became overwhelming as I struggled to find time to research and do my assignments! I felt like I was on a carousel; constantly going round and round, chasing deadlines and submissions and somehow, I just could not keep up! I was behind and frantically trying to catch up, never mind keeping up. This resulted in me being anxious, and battling to sleep. I started to "stress eat" and began to pick up weight. Oh the weight gain frustrated me, and yet somehow, I just could not stop comfort eating.

As the year progressed, and things did not get any better, I wanted to let go of all; but as I now look back and reflect I can say with confidence that I became resilient.

Excerpt from Mukayi Makaya's Learning Journey, 2014.

INSTITUTIONAL

Institutional effectiveness



If we fail to plan, we plan to fail: GL Planning, January 2014.



Photos: Colleen Lowe Morna

"In 2013 I fell back in love with football as a wellness activity outside GL work. This is a sport that allowed me to apply the learning I witnessed at GL in the past year. There are two approaches to the game: "play not to lose" and "play to win." These two different approaches to the game apply to the work environment. The "play/performance not to lose" approach means that all shortfalls in the existing system have to be avoided at all costs. There is continual defence of the existing systems and lack of adjustment of strategy to suite the environment that you will be working in. Teams that "play not to lose" will always just defend and ensure that the opponents do not score. In the same manner organisations that fall in this category will always avoid failure by defending old ways of doing things and not venturing into the new ways of doing things.

The playing/performance to win approaches are where learning, failure and mistakes are tolerated and applied to improve performance in order to maximise outcomes. A team that plays to win is always on the attack and trying new strategies in order to win the game. This is one environment in which I have been exposed to at GL in the last year that made me learn how to always perform to win and stay ahead of the curve.

We had the first systems audit in one of our satellite offices conducted by KPMG. This was the first systems audit that our country offices undertook. GL boasts of good systems and this is one of the key sustainable competitive advantages that has always attracted donor funding at a time when donor funding is drying up. This however does not mean we are not prone to mistakes in our operations. The systems audit picked up quite a number of shortfalls. In some circumstances, this could have led to one being called to the Human Resources red couch to sign a warning letter. The Chief Executive Officer took a different approach. She made sure we learned from this situation by creating a checklist for standardisation of GL satellite offices and moved towards the "Office in a Box approach". This checklist has become an audit tool for all senior managers visiting a Satellite office which therefore means that the internal auditing has been successfully mainstreamed into the work of all senior managers therefore raising the standard of compliance in our satellite offices.



I have learnt that whilst my work has to be guided by a planned strategy there is need to apply the emergent strategy approach. As GL we must always aim to win, as opposed to performing not to lose!" - Mpumelelo Mliro, Finance and IT Manager, Excerpt from 2013 Learning Journey

HUMAN RESOURCES

By Vivian Bakainaga ~ Human Resources and Asset Manager

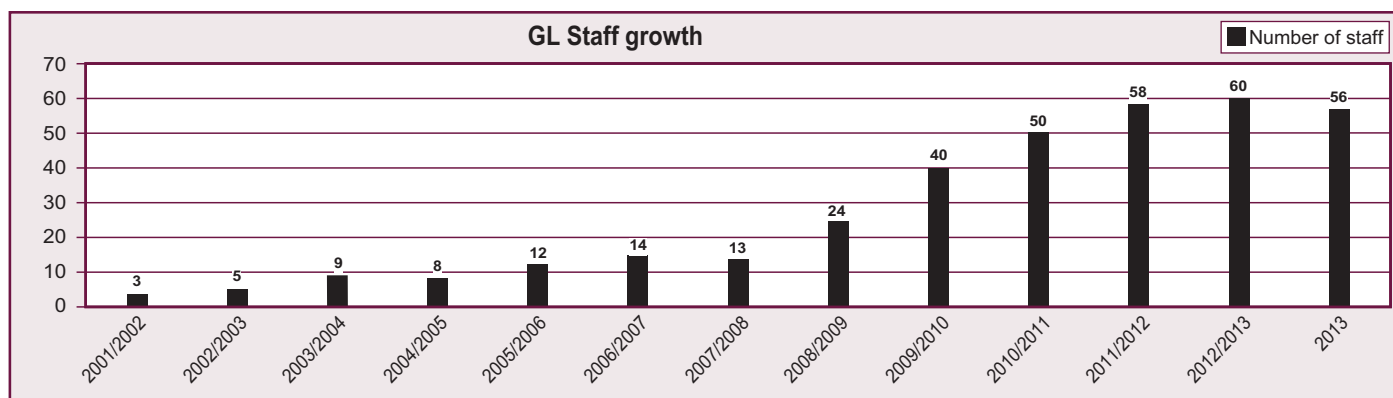


We are family: GL Day 2013.

Photo: Colleen Lowe Morna

Total number of GL staff	56 staff members
Gender proportion	40 women (71%) and 16 men (29%)
Geographical set up	Head office in South Africa , 9 Country offices in SADC region
Staff demographics	Staff originate from 13 countries
Outcomes	Staff development, staff retention and employee wellness

Staff profile

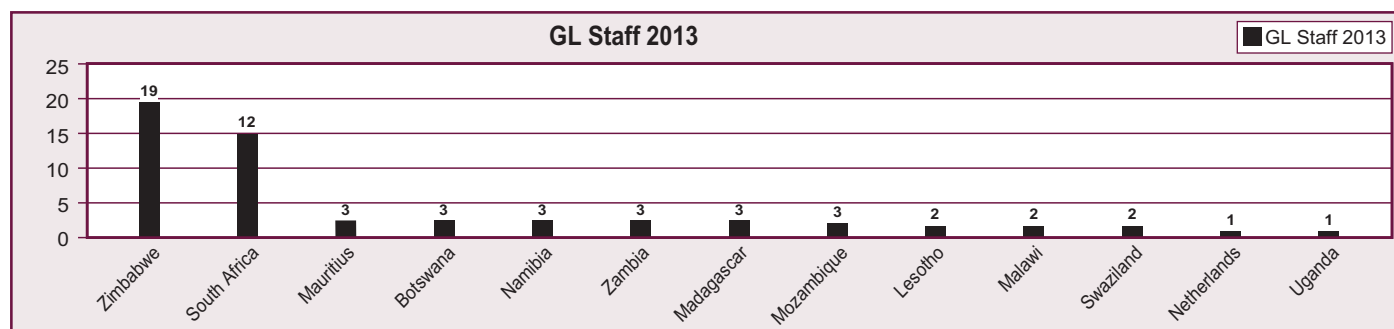


The graph above shows the steady growth of GL staff numbers from 2009 over the past six years. GL now has with a staff compliment of 56. Country offices continue to grow from a one person office to an average compliment of 3 staff members. GL has offices in Botswana, Lesotho, Namibia, Madagascar, Mauritius, Mozambique, Swaziland, Zambia and Zimbabwe. As GL continues to spread its wings in the SADC region it is mindful that it should not spread itself thin on the ground. It is important for GL to remain effective and efficient operating in countries where

country offices function as self-sustaining entities that receive minimal administrative support from head office. As part of strengthening the country offices, GL recruited finance officers in Botswana, Lesotho, Madagascar, Mozambique, Namibia, Zimbabwe to offer finance and administration support in these countries thereby reducing support demand from head office.

GL continues to promote gender equality in its recruitment policies. Although the majority of staff are women, GL is in the process of recruiting more male employees. There has been a slight increase from last year - 27% to 29% male staff with the hiring of male country operations staff. The percentage of male staff is set to increase in 2014.

Sex disaggregated data of GL staff								
	2010/2011		2011/2012		2012/2013		2013	
Women	40	80%	41	70%	44	73%	40	71%
Men	10	20%	17	30%	16	27%	16	29%



GL as a regional NGO, attracts multinational professionals mainly from SADC countries. GL has a diverse staff compliment from 13 countries, 54 from SADC region, one from East Africa (Uganda) and one from Europe (Netherlands). The highest number of staff (19) is from Zimbabwe, followed by South Africa at 12. GL average age of staff is 36 years the majority being the younger staff.

Staff movements

The average length of service at GL is three years. This is in line with global trends, and acceptable for an organisation in its early years, considering that staff numbers have virtually tripled in the last five years. Like any organisation, GL monitors the desirable balance between resignations, retention and in renewal.

	No	% of total staff	Reasons
Unavoidable	12	21%	Retirement, death, end of contract, further studies
Avoidable	3	5%	Better offer
Total	12	23%	

In 2013, 15 staff (26%) left GL, three percent higher than last year. 21% left for reasons classified as “unavoidable” such as unfortunate death, retirement, end of contract or to further their studies, compared to 13% last year. Five percent left for reasons that can be classified as avoidable, for example better job offers, compared to 10% last year. The figures above do not include four staff who failed to make probation as they had not been confirmed in their posts.

GL lost a valuable staff member and star performer, the Lesotho Country Manager, Mme Malepota Mafeka in November 2013 which was a big blow to the organisation and in particular Lesotho. The Board member and Programme Assistant were pivotal in keeping the country going during this difficult time. GL managed to recruit a capable replacement for this position to start work on 15 January 2014.

HR and organisational structuring remains a complex challenge for all organisations. Finding the right people, at the right time and at the right price continues to challenge us. During 2013, GL has had some successes with

downsizing and right sizing. GL has recognised that it is better to be proactive about this than to have to wait to restructure or be forced to retrench. As staff left, better solutions have been sought.

Retention strategies



Walk the talk.

HR constitutes about 40% of the budget. HR management is vital to Value For Money. GL has recognised that more does not mean better. Attracting and retaining staff at senior levels remains a key goal.

• **Remuneration:** GL has granted a 5% cost of living adjustment every year, and has a notch system that awards an additional 5% to strong performers. GL is carrying out research with similar organisations to benchmark on the salaries and staff benefits as

one way to find solution for retaining staff.

- **Staff benefits:** GL has introduced a funeral cover of R10,000 for member of staff and R5,000 for spouse, child, parent. GL is exploring Medical and Pension insurances following a directive by the board executive committee as part of staff retention.
- **Flexibility:** GL allows staff to work from home under certain circumstances.
- **Affirming good performance:** In addition to the remuneration linked performance system, GL has annual staff awards that recognise a variety of contributions including team work, resource mobilisation, innovation, writing, photography, financial management, performance and improved performance.
- **Promotions and opportunities:** GL encourages learning on the job and will give staff opportunity to grow their profession. If a vacant space is created GL looks within to spot the talent and potential growth. For example; the Communication Officer was promoted to Communication Manager after recognising her potential, the Alliance Officer was promoted to Senior Alliance Officer, the Gender Justice Local Government Manager was moved to Alliance Manager to utilise her good networking skills. The Receptionist was moved to Programme Officer.

The GBV Research Officer has been promoted to Senior Research Coordinator. The Finance Officer at HQ was transferred to Lesotho. The Programme Assistant in Lesotho was promoted to Programme Officer and The Programme Assistant in Madagascar and Mauritius were promoted to Finance and Admin Officers.

- **Staff wellness programme:** GL takes staff wellness seriously and has allocated R3000 per staff member. This programme enhances the work life balance through team building activities, offering health talks to staff, financial talks and physical exercise.
- **Capacity building:** GL encourages learning including on- the- job learning as reflected in the GL Learning journey. Staff development is part of planning as institution and individual so that staff understands where they want to be in the next few years and how to get there. GL places importance on individual staff development and gives five days study leave to staff members who are doing studies.

Renewal and succession planning

GL has a relatively young and mobile staff. The organisation also has older members of staff who now seek to retire and hand over to the younger staff. In Mauritius, Loga Virahsamy stepped down as Francophone director in December 2013. Heads of GL in Botswana, Zambia, and Namibia, as well as at head office, have indicated their desire to hand on the baton. In these countries, younger senior programme managers will be hired to under study the country manager before they retire. GL looks to tapping talent from the capacity it has built in-country from such people as gender champions. This has been the case in Lesotho where Mabetha Mantebheleng, previously a Principle District Gender Officer, took over as country manager. A Senior Programme Officer hired in Botswana has been understudying the Country Manager who is retiring in June 2014. This has facilitated smooth and successful handovers in both offices where the new incumbents are familiar with the work and have hit the ground running. There has been some internal staff movement. For example the Programme Assistant in Zambia assumed a post as Audio Visual Officer at HQ, and a Finance Officer moved to the Lesotho office to bolster



Restrategising in Lesotho: GL CEO (centre) with Mabetha Mantebheleng (left) and Fuzakazi Fuzakazi Mqungwana.
Photo: Ntolo Lekau

operations there. GL has a large and vibrant internship programme that results in interesting dynamism and movement at any given time.

GL Wellness Programme



In 2013, GL petitioned Johannesburg City Park to open up Linksfield Ridge, which had been barricaded by Bruma Lake residents, to the public for walking. Fikile Maviya and Abigal Karikoga celebrate getting to the top of the ridge.
Photo: Colleen Lowe Morna

The wellbeing of staff is part of GL value system and part of the overall budget. GL encourages staff to participate in wellness activities that foster teamwork. There is a core wellness team that coordinates the wellness activities at head office and country level. Wellness planning and budgeting is part of the country offices and head office. In the HR training session, we discussed the 'wheel of life' and everyone was asked to rate themselves. In the course of the year we have had to revisit the wheel, reflect on where we are and work out an action plan focusing on wellness, at individual and organisational level. In essence wellness is the state of optimal wellbeing, not simply the absence of illness, but an improved quality of life resulting from enhanced physical, mental, and spiritual health. Being well combines health and happiness.

GL uses opportunities when country staff, board and GL alumni are at HQ for business, to get together, walk, go to shows and go out for dinner. At GL we celebrate each other's birthdays, we buy a gift, card and cake and post messages on the Intranet. The Board members also participate by sending birthday wishes to staff. When a staff member is not well we try to support and cheer them up by sending well wishes and flowers.

In 2013, GL staff participated in various wellness activities:

- There has been a group of GL walkers who have been regular having monthly walks around Johannesburg.
- Country staff were given a walk around GL cottages which they all enjoyed.
- GL staff enjoyed a night out to the theatre with the new Whitney Houston look alike in July 2013.
- GL Alliance partners went out to the Market Theatre for an Athol Fugard play.
- Sophia Town has become a favourite of GL staff with live music and dancing.

- Country staff enjoyed a day out in Soweto in December, visiting all the historical places and concluding it with “shisa nyama” at Wandies.
- Namibia and Botswana had end of year parties where they relaxed and enjoyed time together with some partners.

Wellness is not only limited to us but also giving back to community. A few staff members participated in Mandela Day, cleaning up at Atteridgeville Primary School. GL did not have an end of year party due to the loss of Mme Malepota and some members went to represent GL at her funeral. In 2014, GL wellness will focus more on team building activities, so that teams work cohesively and to allow managers to allow time for staff to understand the different personalities and manage self within a team. GL

is also introducing voluntary testing days at the work place, together with a staff benefits plan to be approved by the Board in May 2014.

Staff development

GL places importance on growth as an institution and on an individual level. Staff development has been weaved into the Performance Assessment for individual staff each semester. Each year GL administers an online 360 degree feedback for all staff and managers. This is used to develop a personal development plan with the help of an HR consultant. HR training for managers, introduced in January 2013, has been backstopped through the HR Consultant Anna Harris. The HR consultant held team building workshops with the Namibia country office; GL Cottages and Corporate Services.

Professional HR support - excerpts from the 2013 Learning Journey

“My journey will not be complete without mentioning the people whom I affectionately refer to as my “board of directors”. Anyone who has had some success in their life will tell you that it's not any easy road. There will be sleepless nights, tensions at the office, lots of tears and moments of despair and that's when one needs a strong social support system. I am blessed to have the family and friends that I have as well as my mentors Judith Mtsewu who was my first manager as an intern at GL in 2009 and Ennie Chipembere. Mum Viv and Anna Harris thank you for bringing Human Resources support to the next level. My “board” continues to be the voice of reason in my life. They cheer me as I soldier on with my quest to reach for the stars.”

- Lucia Makamure,
Alliance and Partnership Manager

“I have made mistakes along the way and would like to thank all the people who have been there to give me the necessary guidance and feedback. Special mention goes to the GL Board member, Pat Made for always being there for the Zimbabwe Office despite her busy schedule. Thank you so much for all the HR and project management sessions. Anna Harris your coaching sessions have been very helpful and have greatly enhanced my managerial skills.”

- Priscilla Maposa,
Zimbabwe Country Manager

“The training that I received from Anna Harris has made me into an active listener. Building strong team is a continuous process and Namibia Country office has had challenges but as GL we do not give up.”

- Vivian Bakainaga,
Human Resource and Asset Manager

How does one forget the Human Resource training conducted by Anna Harris and Gary Stone? That was also another human development one cannot forget. What fascinated me most was the question that was asked across the board. Where do you want to be in the next ten years? It was as if someone was trying to wake me up from a deep sleep. Such questions can only come out from either a best parent or friend. One can take a horse to the river, but forcing to drink water will prove no success. How about Anna's closing statement? She concluded with a simple quote: “Teachers open doors, children walk in it.” GL is indeed a family!

- Clever Zulu, Driver



Anna Harris has provided professional HR support.

Photo: GL

Course	Date	No.	Trainer
Share Point	3 May 2013	3	PCB Paul Boulle
MS Project	1 - 2 Aug 2013	6	Heather Goslin
MS Project	17 Dec 2013	3	M Cot Corporate Training

Examples of in-house training undertaken at GL

GL runs several short, in-house training courses linked to core areas of work, as illustrated in the table.

Staff Development Plans for 2014

Overall top six	Corporate services top six	Country staff top six	Programmes top six
Time Management	Time Management	Gender and Governance	Monitoring and Evaluation
Personal Finance	Personal Finance	Finance	Materials Development
Writing	Excel	Gender Justice	Project Design
Gender Justice	Writing	Gender Advanced	Communication
MS Project	Gender Justice	Gender and Climate Change	Finance
Gender and Governance	Gender and Governance	Writing	Writing

In January 2014, GL undertook an online staff development assessment need. This ranked areas of need overall, as well as in Corporate Services, country offices, and programmes. In South Africa, the HR consultant is assisting GL to draw up a plan against which the staff develop-

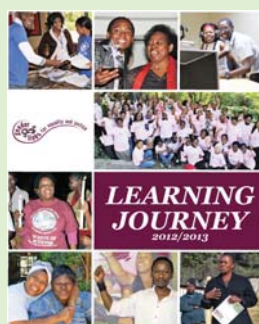
ment levy payable by every employer can be claimed back. 2014 will see increased staff development activity to improve productivity and in line with GL growth. Some planned training for first quarter of 2014 includes:

Course	Date	Target	Trainer
Share Point	9 Jan 2014	4	PCB Paul Boule
MS Project	16-17 Jan 2014	15	M Cot Corporate Training
Google Hangout	24 Jan 2014	8	Tinashe Padare
Intranet	24 Jan 2014	8	Simone Shall
Audio Visual	24 Jan 2014	8	Albert Ngosa
Pastel Training for Administrators	29 Jan 2014	4	Siyasa Consulting
MS Project	19-20 Feb 2014	7	M Cot Corporate Training
Finance Training use of procurement module	12 March 2014	10	Siyasa Training
Human resources for managers - refresher course	2-4 June	20	Anna Harris

On-the-job learning

Among the most-valuable capacity building that GL staff get is the on-the-job learning, mentoring and coaching, as reflected in this excerpt from the CEO's foreword to the 2013 Learning Journey:

Many staff at GL undertake formal private studies. Balancing work, life and study is often challenging, in a performance and excellence driven work environment. GL also offers formal training. In the year past staff comment on the HR training and support received; IT, Monitoring and Evaluation, Planning (MS project) and finance skills. But these pages are mostly testament to another kind of learning; one that no university or college can offer. This form of learning takes place on-the-job, and it happens in many ways.



played by managers, peers, our HR consultants Gary Stone and Anna Harris in facilitating learning. Out of learning flows knowledge, and from knowledge flows wisdom. Miso Dhlwayo and Sifiso Dube draw inspiration from the African saying: "if you want to go fast, go alone; if you want to go far, go together."

Home grown wisdom and insights also flow from our work. Mpumelelo Mlilo rediscovered his passion for soccer, and started to think about the difference between playing to win, and playing "not to lose."

The first is through application. Last year, GL staff went out into the field to verify the work that we do with 300 councils and 100 media houses across Southern Africa. Mistakes constitute another powerful learning tool. The finance staff recall how our first country systems audit in Zimbabwe led to the idea of an "office in box" - minimum standards for our country offices. Perhaps most important, we learn from each other. The book affirms of the role

What does not break us makes us. These reflections from 2013 can only make us even stronger in 2014!

Colleen Lowe Morna, CEO, foreword to the Learning Journey, <http://www.genderlinks.org.za/article/out-of-learning-flows-knowledge-and-from-knowledge-flows-wisdom-2014-05-10>

Comfortable work space

GL HQ is housed in two former houses which provide ample office space. The different departments are located together for good communication flow.

The guest room at GL office is very convenient and value for money because it is used for GL country staff who are on a long term stay at head office or new staff who have

just been relocated. This saves GL money from paying accommodation to hotels.

The swimming pool at GL office is covered and this has created a very good space for meetings and wellness activities like parties. The multi-purpose room was re-named in memory of Mme Malepota Mafeka. GL continues to keep the building well maintained by regular repairs which keeps the value of the property high.

FINANCE

Finance and value for money



Value for money is a way of life: Market place in Gweru, one of GL's Centres of Excellence.

Photo: Colleen Lowe Morna



"Yoliswa Nokuzola Mkaza - I am a woman of many talents and smiles. All problems have a solution: that is the lesson I learnt at the end of it all. 2013 gave me the special opportunity to learn a new skill. I was promoted to Procurement Officer, it was a great and yet a stressful opportunity. I don't have only roses to tell you but also experiences to tell you.

As a procurement officer I learnt to do Value of Money, Cost Savings report, Fuel calculations, events planning and coordination. I have really felt how it is to be a business person, since I was dealing with a lot of bookings, making sure things are done on time, people personalities, people moods and how to sense my words. Most of you will know I have learnt to lower my voice just a bit."

- Yoliswa Makaza, Procurement Officer

"As I finalise my learning journey today, I can see a glimmer of light at the end of the tunnel. I believe that the solutions we proposed and were working through with other colleagues will go a long way to indeed improve the quality of work organisation wide. While I had wished and hoped that the processes could move faster, I appreciate even more today, the African saying that says, "If you want to walk fast, walk alone but to go far, walk with others". While there are more identified areas of improvement to implement and while the experience has been uncomfortable it provided so much learning and a degree of satisfaction, I believe not only to me but all involved."

- Miso Dhlwayo, Director of Operations

OVERVIEW

By Miso Dhlwayo



Last year, GL changed its financial year to the calendar year. Financial year 2013 has so far been the largest financially in the life of GL. Funds received and carried over amounted to a bit over R56 million: a fortunate position to be in, as many in the NGO sector, especially gender and women's rights NGOs, faced closure or downsized due to a lack of funding. This placed, and continues to place, a heavy responsibility on GL to achieve Value for Money in all its work.

The bulk of the funds covered 2013 activities, with a few GL funding partners' funding cycles going beyond December, the GL financial year-end. These funds are carried over to early 2014 activities. The funding partner

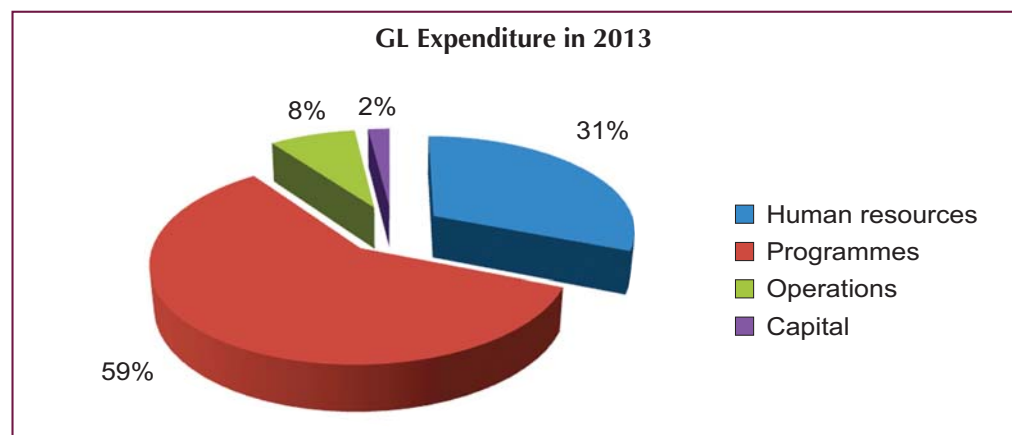
mix comprises different areas of focus including regional, country specific, and project specific and institutional. New entrants to GL funding include the EU, both Global (for the Alliance programme) and country specific funds in three countries: Lesotho, Madagascar and South Africa. The Netherlands' government FLOW fund which commenced in September 2012 provided the rump of funding for work in-country, with the entrepreneurship training for survivors of gender violence emerging as a flagship programme. The year closed with negotiations for further funding terms with Sida in Zimbabwe. GL also received the welcome news that the DFID Programme Partnership Arrangement (PPA) has been extended to the end of 2016. Funding partners such as Diakonia, Norwegian Church Aid and FLOW provided additional funding during the course of 2013. The average length of agreements with most bilateral donors is three years. For the past five to eight years, Diakonia, NCA and the Norwegian Council on Africa have renewed their agreements annually. Fund raising continued throughout the year.

Income trend over the past three years

Income trends 2011-2013 - Rands						
	2011/2012	%	Dec 2012	%	Dec 2013	%
Carry over donor funds	2 568 658		4 977 171	13%	6 893 034	12%
Donors	33 859 603	92%	30 942 643	83%	48 740 754	84%
Own	3 016 476	8%	1 246 768	4%	2 556 230	4%
Total new	36 876 079	100%	37 166 582	100%	58 190 018	100%
% increase	47%		-6%		56%	

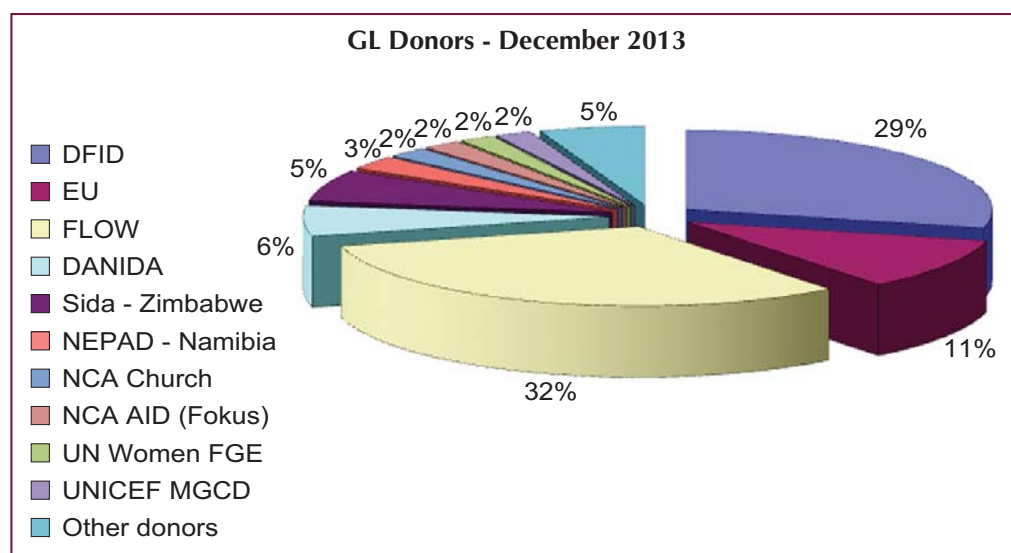
The table above shows an increase in income of 56% in 2013. This is partly accounted for by the fact that GL changed its financial year in 2012. The financial figures for 2012 thus represent only 10 months of the year. However, even after an adjustment is made for the additional two months, this is still approximately a 30% increase in income on the

prior year. GL's own income doubled due to an increase in interest, and GL income generating activities. Own income accounted for 4% of total income, compared to 3% in the prior year. GL's target is to generate at least 8% to 10% of its own income.



Of the total budget programme expenditure accounted for 59%, an increase of 5% compared to the prior year. Programme funding includes programme monitoring. Human resources expenditure decreased by 4% closing at 31% of the overall expenditure partly because of increased funding but also because of strategic staff recruitment. Capital expenditure accounted for 2% of the budget. Operational costs decreased by 2% closing at 8%.

Diversity of donors



As reflected in the chart, GL maintains a diversified funding portfolio. In 2013, GL received funds from 17 donors. Two bilateral donors accounted for over half of GL's funds - the Netherlands government FLOW Fund (32%) and DFID (29%). The EU (11%) is fast emerging as GL's largest donor. Danida and the Swedish Embassy (Zimbabwe) accounted for 6% each. Smaller donors (2% to 3%) included Nepad, the UN Fund for Gender Equality (UNFGE), the Norwegian Council on Africa and Norwegian Church Aid (NCA).

Other donors' breakdown

The breakdown of other donors (5% contribution) is provided in the table. Except for HIVOS and Diakonia the traditional GL donors, that have provided GL with the much needed institutional support throughout its growth, the rest are new donors providing mainly in-country funding.

Other donors breakdown - Rands		
Donor	Amount	%
Diakonia	577 548	21%
AusAID	86 005	3%
US Embassy - Swaziland	84 436	3%
HIVOS Stichting (HIVOS)	696 921	25%
Irish Aid	847 982	31%
Irex Mozambique	23 697	1%
Other Donations	276 340	10%
UNFPA Botswana	149 924	5%
Total	2 742 853	100%

Key facts about GL Donors			
Donors	2011/2012	2012/2013	Dec 2013
Total No	11	14	17
Total no. with three year agreements	4	5	7
Total no of reports	22	23	31
Align with FY	2	3	5
Contracts allow one audit at the same time	All 5 separate donor audits were done earlier than GL audit due to earlier dead-lines than GL AGM	All separate donor audits will be done earlier than GL audit due to earlier deadlines than GL year end and AGM	5 donor audits will be undertaken before the GL audits to meet the donor submission requirements that are due before GL main audits

The table shows:

- An increase in the number of donors funding GL from 14 in the prior year to 17 in 2013.
- GL got an additional 3 funding agreements with EU Lesotho, EU Madagascar and the EU Global.
- GL's financial year aligns with five of the 17 donors.
- An increase in the number of donors with three year funding agreements from 5 to 7.
- The number of donor reports increased from 23 to 31.
- Five of the 17 donors require specific audits; the others accept GL's overall annual audit.

VALUE FOR MONEY

GL's VFM policy on Open and Effective competition is set out in its Policies and Regulations 2013. Key provisions include:

- GL maintains a supplier database for recurring expenditure which is reviewed annually in order to ensure that the organisation continues to receive value for money for goods and services received.
- Adequate, timely and uniform information is given to suppliers to enable them to bid/quote.

- A fair and open process of evaluating bids or quotations is communicated in the bid specification.
- GL requires three quotations for all expenses above GBP1400; for those above GBP18,520 a full tendering process is required.
- GL requires that all contractors abide by its Zero Tolerance for Corruption policy.



Tracking of specific value for money measures

Leveraging	VFM GAINS		
	Economy	Efficiency	Effectiveness
Fundraising	Key to sustainability		Encourages other donors
In-kind support	Stretches GL's scarce resources for implementing COE work		Enhances ownership and commitment, ensures sustainability
Cascading			
GL Services			
Councils gender budget allocations	Ensures basic resources for taking forward gender action plans.		
Total			
Savings	VFM GAINS		
	Economy	Efficiency	Effectiveness
Procurement savings	The combined procurement savings represent 7% of GL's budget in 2012/2013		
Programme - planning synergies		Saves staff time.	Fosters team spirit
Effective use of IT		Free multiple participant online meetings.	Enhances capacity
Green savings		CD's instead of books reduces transport costs.	Creates green awareness
Effective use of in-house staff		GL is creating a video studio, reducing post production costs.	Growth of a young intern to audio visual officer
Total			

GL maintains two VFM tracking sheets: one for all costs, direct and indirect that may be regarded as leveraging its work, and another on all savings. The analysis shows how these amounts extend beyond economy and efficiency to enhance effectiveness through sustainability for GL; better use of human, IT and physical infrastructure; internal capacity and team building; enhanced ownership by partners and by extension of programmes.

GL has conducted unit cost analysis (cost per participant) of its summits from 2010 to 2013, showing that as these

have become increasingly decentralised, cost per head has dropped from R17,000 to R4811 per head. Inspired by the South African council Mossel Bay running a local summit in November, GL has conducted further analysis showing that decentralising summits would result in the number of participants increasing from 1856 to 5696, and cost per person drop to R1530. In terms of *effectiveness*, this would also greatly enhance local skills and ownership. The table below summarises key ways in which GL mitigates risks.

Risk	Monitoring and Management
Procurement weakened through decentralisation of systems to the country offices.	GL has appointed qualified staff or financial services companies to bolster country finances. GL is using the share point function in Office 365 to enhance the quality and collection of financial documentation, and is piloting an NGO version of pastel for roll out to country offices with sufficiently qualified staff. GL is making its corruption policy - covering fraud, Conflict of Interest and other forms of corruption - highly visible in its country offices, and building this into all contracts with partners.
Fraud in obtaining quotations, invoices and payment of services.	
Failure to adhere VFM policies in the five countries where GL has no presence.	

FUND RAISING AND INCOME GENERATION

In 2013, GL made tremendous strides in its fund-raising and income generation activities, both key to sustainability.

Country versus Regional Funding 2013

	No. of donors	Amount	%
In country	11	15 630 858	28%
Regional	6	40 860 486	72%
TOTAL	17	56 491 345	100%

Of the donor funds received in 2014, 28% is country-specific funding, from 11 different donors, compared to 23% last year. This shows that GL is steadily increasing its leveraging capacity in-country. This is promising for sustainability. However, this has increased the number of donors and complexity of GL funding. A major thrust in

2014 is to upgrade financial systems and employ finance staff in-country.

Summary of Fundraising Efforts 2013

	Number	Value - R	%
Successful proposals	9	R 32 915 512	34%
Under negotiation	2	R 17 563 155	18%
Unsuccessful	6	R 45 946 078	48%
TOTAL	17	R 96 424 745	100%

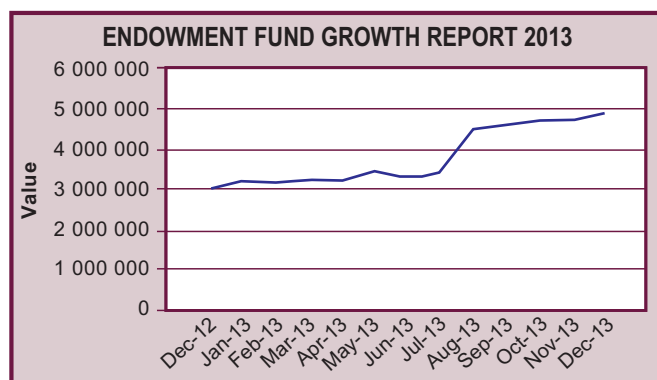
In 2013, GL submitted a total of 17 proposals worth R96.4 million rand. Nine applications, accounting for 34% of the total succeeded. Another two (18%) are under negotiation, with a good chance of success. Proposals worth R45.9 million (48%) were unsuccessful.

Funding Outlook 2014 to 2016

Donor	2014	2015	2016	TOTAL
Committed funds				
DFID PPA	14 770 269	10 622 739	2 655 685	28 048 693
DIAKONIA	740 742			740 742
Dialogo	333 626			333 626
E U Global	8 217 115	7 180 859	2 212 826	17 610 800
EU SA	799 812	285 309		1 085 121
E U Lesotho	745 649	745 649	280 000	1 771 297
E U Madagascar	2 019 660	2 019 660	318 164	4 357 484
FLOW 1	22 459 937	14 767 315	2 930 088	40 157 340
FLOW 2	4 311 229			4 311 229
HIVOS	140 097			140 097
NEPAD income	2 248 724			2 248 724
NCA CHURCH	1 307 32			1 307 327
Sida 2013	4 723 300	6 189 200	5 722 500	16 635 000
U N Women FGE	2 007 77	1 700 000	567 100	4 274 873
NCA AID (Council)	1 293 600			1 293 600
UNFPA Botswana	929 750			929 750
UNICEF/MGCD	1 700 000			1 700 000
TOTAL PLANNING	68 748 610	43 510 731	14 686 363	126 945 704

2014 began with approximately R69 million in secured funding for the year, and R127 million fairly well guaranteed over the next two years. This is an increase of 20% from prior year. 2014 saw an increase in Multiyear donor agreements. FLOW, DIFD, Sida, EU, and UN FGE are among these with agreements ranging between 3 and 4 years funding per phase. While 2014 is adequately funded, there are gaps in 2015 and 2016 calling for urgent efforts to secure more funding, particularly at country level.

Endowment fund



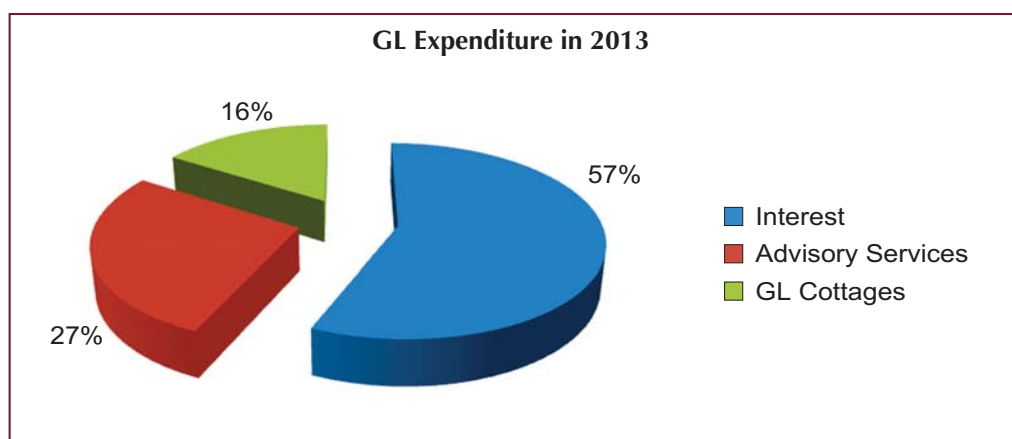
The endowment market performed well in 2013. GL beefed the fund up by R 1 million in July. The fund started out at R3 million and closed at R4.86 million. Interest accounted for R860 000 or a 21% growth. Such a return calls for additional investment in this market in 2014 to further boost GL's own income.

Own resources

Entity	Category	2012	%	2013	%	Movement from past FY	% Movement
GL	Interest	205 236	16.5%	1 445 262	57%	1 240 026	604%
	VAT	579 631	46.5%	-	0%	-579 631	-100%
	Conference facilities	63 191	5.1%	-	0%	-63 191	-100%
GTI	Gender Links Training Institute	224 075	18.0%	-	0%	-224 075	-100%
GL Services	Advisory Services	76 169	6.1%	702 891	27%	626 722	823%
	GL Cottages	86 877	7.0%	408 077	16%	321 200	370%
	Publications	11 589	0.9%	-	0%	-11 589	-100%
	Total	1 246 768	100.0%	2 556 230	100%	1 309 462	105%

The table above shows GL own resources movements. The income generating ventures performed optimally with overall income nearly double that of prior year.

- Interest increased six fold from the past year, due to increase in funding and prudent management to maximise interest. Interest includes that earned from the endowment fund.



- There was no VAT recovery during the year due to changes in disclosure requirements.
- GL merged the Gender Links Training Institute (GTI) with GL Advisory services in the year under review.
- GL Cottages profit increased three fold in the year under review.
- Interest accounted for 57% of own resources, followed by advisory services (27%) and GL Cottages (16%).



The GL Cottages' profit is improving year after year with a three fold increase in 2013.

Photo: Debi Lee

INFORMATION TECHNOLOGY

By Mpumelelo Mlilo, Finance and IT manager and Tinashe Padare, IT Officer



Mpumelelo Mlilo.



Tinashe Padare.

The provision of Information Systems is an important task in the attainment of organisational strategic goals. In the last financial year GL took to the clouds with Cloud Computing. This has had a lot of benefits, ranging from reduced telecommunication costs to 99.9% uptime. The continual innovation did not stop.

Guided by the principle of introducing one big technology at a time to reduce muddle and confusion, GL assessed the technologies introduced in 2012. This guided

decisions in 2013. Microsoft took a significant step forward in its mission to help non-profits harness the power of technology with its announcement of the global availability of Office 365 for Non-profits through the Technology for Good program. Office 365 for Non-profit organisations became available in over 41 countries around the world on its release day, and will be available to 90 countries by July 2014. There is no cap on the number of non-profit employees who can use Office 365 for Non-profits, whether the organisation has ten employees or one thousand. GL is a signed and registered client of Sangotech, which allowed us to qualify for this once in a life time offer and to push the boundaries of Cloud Computing.



Area	How the Intranet has been used	Benefits
Knowledge Management and Learning	<ul style="list-style-type: none"> • Uploading of case studies and storage. • Learning centre section that covers development , learning journeys and coaching. 	<p>Fosters the management pillars for knowledge and learning organisation through:</p> <ul style="list-style-type: none"> • Collect knowledge • Capture knowledge • Share knowledge • Store knowledge
Creation of GL SADC Village	<ul style="list-style-type: none"> • Collaborative work of all staff in one shared space. • Consultants can upload and edit case studies from intranet. 	<ul style="list-style-type: none"> • Geographical distances reduced to an internet village. • Easy tracking of the work of consultants and editing.
GL governance and systems	<ul style="list-style-type: none"> • Latest policies and regulations. • Forms and corporate stationery. 	<ul style="list-style-type: none"> • Staff are always up to date with the latest policies and regulations • Uniformity in our systems
Green Revolution	<ul style="list-style-type: none"> • Only print when you need to. 	<ul style="list-style-type: none"> • Policies , case studies are only printed in final state and when needed otherwise everything is accessed in electronic form.
Consolidated GL calendar	<ul style="list-style-type: none"> • Tracking of all events happening within the GL community. 	<ul style="list-style-type: none"> • GL staff are well informed of all activities taking place

SharePoint 2010 vs SharePoint 2013

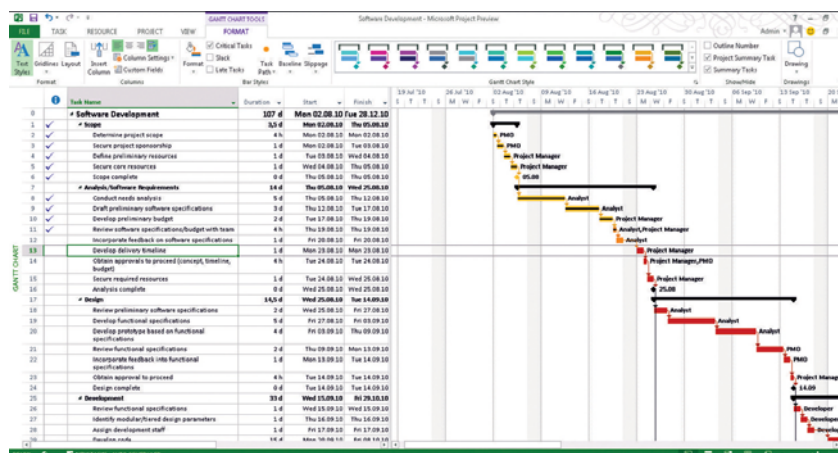
Is SharePoint 2013 really worth the migration effort? Should we build our next solution on SharePoint 2013 or just stick with 2010? Is the learning curve of a new platform justified by the new features? These were a few questions asked by GL's technical team a few months into its migration as

Microsoft Office365 launched its new and improved 2013 platform. Technological change is good but any adopted technology should have a "fit" in the organisational strategy and work. This analysis inspired GL to reach a decision to upgrade to Microsoft 2013 with the following benefits:

SharePoint 2013	SharePoint 2010	Advantages
Indexing Content can now be indexed as frequently as every few minutes.	Indexing of large amounts of content was not possible with SharePoint 2010.	Files added into SharePoint can be found almost immediately by users.
File Preview Users can preview Microsoft Office files in search results by simply hovering over them.	This feature was not available in SharePoint 2010.	It makes browsing through search results much simpler when you're looking for the right file.
Improved Web Content Usability You can copy content directly from Word and paste it into the SharePoint text editor.	There are some significant improvements in how the HTML is scripted based on the "What you see is what you get" typology.	Editing web pages and content is easier and more efficient.
Flexible Branding Branding and page design can now be done through non-SharePoint tools, such as Adobe Dreamweaver and other third-party HTML editing tools.	This feature was not available in previous versions. SharePoint designer was required.	A web designer without SharePoint experience can now use their favourite design tool to change the look and feel on your Intranet or corporate website.
Digital Asset Management Large volumes of images, videos and other content can have a central storage compartment.	SharePoint 2010 had limited storage space.	This feature allows for images to be efficiently stored in one central repository and reused on pages throughout the site.
SkyDrive Users can now share documents and files from a personal SkyDrive or keep them secured for their personal use.	This feature was not available in previous versions.	This allows for very easy file collaboration without the user needing to email or store the file inside a SharePoint document library.

Microsoft Project 2013

In 2013, GL invested extensively in training staff to use Microsoft Project Professional 2013. This tool allows for easy collaboration capabilities, planning and allocating of resources: a quick start to deliver winning projects while leveraging the power of office 365 and SharePoint.



Lessons learned

The key lesson learnt from the Cloud Computing implementation is that technology is best developed at the same time as the review of operations so that the technology has the right fit with the decentralisation of operations that GL had begun. The long term impact of decentralisation of operations can only be realised if the technology in use can support this strategic move and this was the main focus in 2013.

GL has constantly sought to achieve Value For Money in its use of IT. Maximum utilisation of the Sangotech NGO software donation led to huge cost savings. There is also a huge benefit realised from the pool of high level IT consultants that GL works with. IT is the driver of the project based management culture being developed in GL. Key success factors include:

- **Atmosphere and Vision:** There is need to have clarity and the CEO was always available to provide this in technology development.
- **Small Team of Innovators:** Various members of staff were put together to brainstorm on any new technology development to ease adoption and acceptance.
- **Competitive Selection Process:** The available technologies are evaluated against that other options and tested for 'fit' in GL strategy.
- **Interactive Learning:** Meeting with various IT consultants, specialists, programmes, IT and Finance staff fosters learning and development within GL.

The main technological innovation in 2014 will be 'EVOLUTION' of new accounting systems and automated processes: watch this space!

SUSTAINABILITY

Sustainability and diversification

"In times of change, learners inherit the earth while the learned find themselves beautifully equipped to deal with a world that no longer exists" - Eric Hoffer



GL Cottages is at the heart of GL's diversification efforts.

Photo: Susan Tolmay

"When I signed my employment contract with Gender Links in July 2013, little did I know that I would get much more than I had bargained for. Joining the organisation as the GL Cottages Manager was not only a change of job for me but also a radical paradigm shift at both a professional and personal level.

My first day at Gender Links was quite extraordinary as I remember vividly Mme Colleen telling me to "Sink or swim, make or break" when she officially handed over the office to me. The thought of sinking was frightening as it triggered my memories of a sinking ship in the Titanic movie. I can never forget the despair and fear on the faces of the passengers as they watched their once majestic ship sink into the bottom of the sea. However during that short moment of uncertainty I was quick to remind myself that danger is real but fear is a choice.

When I look back Mme Colleen's words made me realise that the task that lay ahead was not going to be an easy one. The GL Cottages were acquired as an investment meant to be part of the sustainability strategy for the Gender Links vision. The key deliverable remains profitability - any profits are to be ploughed back into the work of the NGO. This concept of social entrepreneurship touched my heart and made me more determined to swim through the raging waves. Mme Colleen made it clear that 2013 was to be the year to either make or break, and the power was in my hands.

...I have learnt that there is always a way, it may not be a very easy way, but if passion drives you, you allow yourself to be inconvenienced at times. I no longer have the employee mentality, I function like an entrepreneur, I have learnt to embrace challenges and take ownership." - Excerpt from Debrah Mukuku, GL Cottages Manager, Learning Journey 2013



Debrah Mukuku,
GL Cottages
Manager

GL SERVICES - OVERVIEW

By Mukayi Makaya Magarangoma ~ GL Services Manager



Mukayi Makaya
Magarangoma,
GL Services Manager



Debrah Mukuku,
GL Cottages Manager



Nancy Padare, House
Manager

"2013 closed while I was still "chasing my tail" and nowhere near catching it. I am grateful for the resilient spirit that I developed, I learnt to keep on keeping on and that giving in or giving up are never options! There is indeed a solution to every challenge! I reiterate "Tough times don't last; Tough people do"

- Mukayi Makaya Magarangoma,
2013 Learning Journey

"Gender Links should translate the wealth of knowledge garnered through various studies and research into financial wealth through designing training modules targeting governments in SADC. Gender Links should do an assessment of the gaps in skills and competency in governments which constraints gender mainstreaming and then develop a business-training model to meet the demand. The most significant challenge for governments in the post-2015 development agenda will be capacity to implement the 28 targets of the Protocol. This provides great opportunities for business.

The CEO of Gender Links should devote more time in developing such a viable business plan and making strategic linkages with targeted knowledge users to ensure knowledge transfers through training by the Gender Links Training Institute. GL is already an accredited training institution and they should grow that accredited training wing into a regional institution that is commercial. Governments and civil society users should pay for the services offered. One example of such ventures is the training of local government in South Africa. GL acquired the Cottages which will be an ideal facility for the training institute." -
DFID Governance and Transparency Fund (GTF) Evaluation

Gender Services (GL Services) represents the income generating and profit making strategic business units of Gender Links. This portfolio comprises of GL Advisory Services, GL Cottages and GL Resources (includes publications, photos, DVDs and videos).

Unit	Accumulated funds from the previous year	Income	Expenses	Profit/(loss) Dec 2013	Profit/(loss) Consolidated	%
GL Cottages	167 189	2 522 116	2 114 039	408 077	575 266	31%
GL Advisory Services	520 518	1 430 911	728 020	702 891	1 223 409	68%
GL Publications	11 589				11 589	1%
Total	699 296	3 967 645	2 856 677	1 110 968	1 810 264	

In 2013 the GL Services Portfolio, closed with a Consolidated Profit of **R 1,810,264.00** as at 31 December 2013. The table shows GL Services 2013 Summary Income and Expenditure Ledger.

GL Cottages generated the highest gross income, but GL Advisory Services contributed a higher profit (68% of the portfolio). GL Cottages seemingly "high" expenses relate to a major capital investment project that GL Cottages undertook to construct SADC House, a very comfortable hostel with five large en-suite rooms (very popular with guests!).

During the year, GL cottages showed its potential for generating a profit, with excellent performance in the first quarter of 2014. The figures above justify the investment

in GL Cottages, and indicate that there is even greater potential for GL Cottages to reach higher profit figures.

Advisory Services has limited overheads and great potential. This portfolio still remains largely untapped due to capacity constraints as the Unit leverages off programme areas and expertise. Resource persons for Advisory Services are mostly drawn from the GL Staff pool, notably at the senior level. There is therefore caution on assignments tendered for, so as to manage the "would-be" competing workload for GL Managers against already prescribed programme activities and donor deliverables. GL Resources remains a strategic and key factor to enhance GL branding and profiling. The strategy here is to use GL Resources to project and expand brand GL.

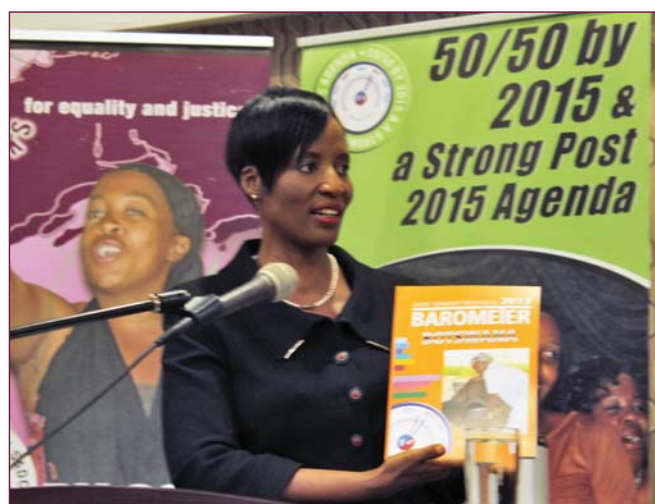
GL ADVISORY SERVICES

GL Advisory Services consists of Facilities & Events (served by GL Cottages, although Gender Links also have two conferencing facilities); Gender Audits & Mainstreaming; Research and Policy; Institutional Support; Training; Strategic Communications, Gender and Local Government and Conference Newspapers

Dear Colleen and Mukayi,
Good afternoon and hope this finds you both well!
I wanted to thank you, on behalf of the UN system in Malawi, for the excellent work done and for the great facilitation of the ToT and the first introductory training. Both us and the participants were extremely pleased and very much inspired by your facilitation and professionalism!
We are very much looking forward to working together on the next steps including the updated manual and the follow up session as discussed during our de-briefing session last week.
Gender equality is a key focus for the UN in Malawi in support of the national priorities and as such the partnership with Gender Links is a very strategic one.
Best regards,
Alice and Priscilla

*Alice Harding Shackelford, Representative,
UN Women Malawi*

Advisory Services Consultancies - 2013	
ORGANISATION	AREA OF TRAINING / WORK UNDERTAKEN
Rhodes University	Media Chapter submission for an academic Book
Commonwealth	Research
Mauritius - Media Students	Training
African Women Development Fund (AWDF)	Strategic Communications
HIVOS	
GIZ	Gender Audits and Mainstreaming
Diakonia Uganda	
Government of Swaziland - Gender Ministry	
UN Women Malawi	



Head of SADC Gender Unit, Magdeline Madibela launching the Barometer at the 2014 National Summit.
Photo: Vincent Onthusitse

2013 saw Advisory Services generate income through Research and Policy, Institutional Support, Strategic Communications, and Gender Audits & Mainstreaming. To this end, Gender Links contributed to book chapters in partnership with academic institutions in South Africa. To the credit of work done by Gender Links over the years on Gender and Local Government, the partnership with The Commonwealth expanded and GL continues to undertake research and produce Papers on Gender and Local Government within the Commonwealth community, thereby leveraging off the work done by the Gender and Governance Programme dating back to 2001.

As the region advances towards 2015, and deliberates on strategies for Post 2015, Gender Links noted an increase in requests for Gender Audit and Mainstreaming Training. GL worked with UN Women in Malawi and Diakonia Uganda in providing training on Gender Audits and Mainstreaming throughout 2013. GL provided training for UN Women staff, including other UN Agencies and collaborating partners in Malawi; as well as for the Diakonia Uganda Office. Both these contracts were successfully executed and led to the Contracts being expanded and stretched to allow for coaching and mentorship, thereby providing on going Institutional Support to these organisations. In the case of Diakonia, the scope of the assignment is steadily increase from one office and now includes support to the Diakonia Management Team for the Africa Region, and also support to Diakonia Zambia Office.

Through leveraging off programme areas, GL deepened collaboration with donors and partners alike. Through collaboration with the Alliance Unit, Advisory Services has edited and generated income through the Zimbabwe 2013 Country Barometer. Through the expertise of the Gender and Media Programme, and the Communication Unit, Gender Links Advisory Services benefited from work done in support of HIVOS work on child marriages in Malawi. Through the expertise of the Justice Programme, the Government of Swaziland - Gender Ministry engaged GL to provide technical expertise in the development of a National Action Plan to End Gender Based Violence in Swaziland.



Diakonia training in Uganda.

Photo: Colleen Lowe Morna

Gender Mainstreaming Process for Diakonia Uganda

Valuable lessons can be drawn from the model and strategy used to execute the Diakonia Uganda Office Gender Mainstreaming Training. The process borrowed heavily from the ten staged Gender Centres of Excellence Model as used by the Governance and Media Programmes outlined below:

Stage	Process
One	Meetings and adoption of COE concept
Two	Situation Analysis
Three	Engagement with international, regional and national gender Instruments that the country is committed to
Four	Inception workshop
Five	Action planning workshop
Six	Adoption of action plan and signing of statement of commitment
Seven	Media skills - campaigns planning skills
Eight	IT for advocacy
Nine	Monitoring and evaluation
Ten	Summit - Centre of Excellence certification

Stages One, Two, Three and Four were done during the one week visit to Uganda, and involved engagements with Diakonia and its 15 partners across Uganda. To conduct the Situation Analysis, GL developed a Gender Score Card covering ten thematic areas critical for gender mainstreaming, each with ten questions under it. This innovation is now accessible on-line, and allows for different graphs and charts to be drawn on-line off the Gender Links website.

This has proved valuable to gender mainstreaming training as it interrogates organisational levels of gender mainstreaming and sets baseline figure across the ten thematic areas. Out of the Gender Score Card, an Institutional Gender Audit Framework was developed. These tools work well, and have added to Gender Links intellectual properties. They are being used for all gender mainstreaming training assignments.

In order to focus gender mainstreaming training and ensure the right pitch, GL developed a Gender Training Needs Assessment Questionnaire. Through asking questions on key gender and gender mainstreaming concept, levels of gender understanding are assessed and gauged. This innovation too has been instrumental when developing Training Manuals, and during workshop facilitation. These three tools were successfully tested during engagements with Diakonia Uganda and its 15 partners, all proved to be useful when undertaking Gender Mainstreaming Training.

Since development, these tools have been used during the Situational Analysis stages of Gender Mainstreaming

Training. Furthermore, Diakonia Uganda embraced the Centres of Excellence Concept, and are now rigorously working with their partners to build up to a Gender Mainstreaming Summit scheduled for November 2014.

The success of the Diakonia Uganda Gender Mainstreaming process opened doors and scope for Gender Links to engage and train Diakonia Offices across its Africa Region. Diakonia Zambia is scheduled to start the process in the second half of 2014.

Dear Colleen and Mukayi,
I just wanted to give my warmest congratulations to you and the whole team for the great capacity building of the Uganda programme. Annabel was very happy with the training, and convinced that we will see the results in next year partner projects!

There is now a lot of interest from several Diakonia countries for 2014. Kenya, Burkina Faso and Zambia especially, as well as some continued work with Uganda...

When we have our regional meeting in May we hope to dedicate 2 days to training of all managers within Diakonia Africa. This training will be held in Nairobi. Please indicate your interest in doing more countries next year, as well if you would be willing to do the managers training in Nairobi. It would very valuable if we could continue this process!

Best wishes,
Andreas Ulf sax
Programme Manager, Africa Economic Justice programme

GENDER LINKS RESOURCES

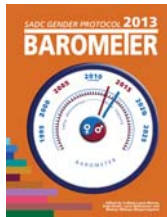
Gender Links resources includes books, publications, conference newspapers, on-line SADC Gender Protocol Newsletter, dvds, articles circulated via the GL Commentary Service run in English, French and Portuguese. GL resources are key and strategic to Gender Links branding and profiling, and also contribute to the organisations' pool of "own resources".

However, the greatest value-add is the non-monetary benefit accrued to the Gender Links brand. Reports like the SADC Gender Protocol Barometer (Region and Country Reports) and the Gender Based Violence Indicators Report (Botswana, selected Provinces in South Africa, Mauritius and Zimbabwe) have gained credibility and endorsement by respective government ministries. These reports provide reliable and accurate information and data, and are increasingly being quoted and referred to by SADC Government; thereby enlarging Gender Links' "Giant Footprint".

During 2013, GL produced 14 publications, drawn from the Alliance programme and its Partners, Media and Justice

Programmes. These include the 2013 SADC Gender Protocol Barometer Regional Report, nine (9) SADC Gender Protocol Country Reports for Lesotho, Madagascar, Malawi, Mauritius, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe.

During the first ever 2013 SADC Gender Protocol Country Level Summits, Gender Links in collaboration with respective country partners produced 14 country specific Summit Newspapers, and also a Regional Summit Newspaper, during the Regional Summit that was convened in Johannesburg. To this end, GL continues to expand its global reach through the production of high quality publications and reports; referenced by relevant government departments, scholars and academic researcher, private sector organisations, interest groups, civil society organisations and citizens across and beyond the SADC region.



GL COTTAGES

"I cannot put into words the challenges and opportunities I've come across in the one year I have been here. To some, one year might seem like a very short time, but I am secretly joking to myself that my experiences in that small kitchen are my own smaller version of Nelson Mandela's long walk to freedom! They say dynamite comes in small sizes and I have seen this first hand in my kitchen. To me the kitchen is not only a work station but a place where I have learnt so many life lessons. It has taught me how to deal with people of different backgrounds and cultures. Some guests are easy to please with the simplest dishes we have served while some are not that easy to please but they were the most rewarding as they challenge you to do your best."

Kgomotso Baloyi, Chef GL Cottages



Keabonye Ntsabane cooking at the GL Cottages.

Photo: Tinashe Padare

In 2011, Gender Links took a 'leap of faith' and invested in a Three Star Guest House and conferencing establishment, now trading as GL Cottages. This formed part of GL's broader sustainability strategy. GL Cottages posted a decent net profit for the financial period January to December 2013.

GL Cottages caters for full board accommodation and conferencing, external catering, and special events. Its physical infrastructure enables it to host team building activities, family and children's parties, intimate functions and other wellness activities. Throughout 2013, GL Cottages steadily increased its clientele bringing on board new faith

based groups and other organisations including environmental and wellness interest groups. GL Cottages management is grateful to civil society organisations, Urania Village community, partners and donor organisations who have continued to support GL Cottages, and the boarder GL sustainability strategy.

Capital investment during 2013 included the construction of SADC House, a new hostel with five self contained accommodation rooms, tastefully decorated to match the SADC country represented. Other investments undertaken to maintain the establishment included upgrading room décor and television sets. The dining room was also upgraded and refurnished into a cosy Restaurant, Ekhaya, offering western and traditional cuisine, with a touch Italian style. The process of maintenance and upgrading of

I really love this place. It is beautiful and well kept. Everyone was polite, professional and willing to assist. I have found a real gem!!!

*Mariette H. McCarthy,
Guest at GL Cottages*

rooms, structures and gardens is on-going and spread over short, medium and long term basis.

Aggressive marketing of GL Cottages intensified throughout 2013 with enhanced outdoor marketing presence, an increase in the number of hospitality search engines registered with, other strategies employed include efficient customer relationship management, and strategic distribution of the GL Cottages flyer at platforms like Park Station in Johannesburg. GL Cottages negotiated strategic partnerships with other B & Bs in the vicinity to cater for guest spill-over during busy periods on a commission based system, resulting in a win-win for both GL Cottages and surrounding B & Bs.

At a strategic level, GL Cottages is pursuing rezoning for Commercial Rights in order to operate fully as a commercial entity that can expand its service offering to include running of a commercial restaurant. In order for the Ekhaya Restaurant to maximise profitability, it is necessary to acquire a Liquor Licence, and this process is already underway. In order to extend clientele bases to cover government, parastatals and some private sector organisation, it has become important for GL Cottages to be BEE accredited. To this end, a Consultant has been engaged and taking GL Cottages through the process.

The nature of the business, as a service type, makes it critical to be customer oriented, and responsive to the needs and wants of the guests. Thereby making GL Cottages staff the biggest resource of the business. In August 2013, GL Cottages welcomed the appointment of a new manager, Debrah Mukuku, who brought with her, a wealth of experience in the hospitality industry. In under a year, she has

led the GL Cottages staff through aggressive training and team building. The staff is motivated and all contributing to the success of the establishment.

Looking to the future

Opportunities for GL Services rest in Gender Links' ability to strategically manage the separate business units. For GL Cottages, it is critical to continue to channel energy and resources into the five main income generating lines. These are accommodation, conferencing, meals, special events, and long terms stays and rentals. Complimentary to boosting the major income lines, will be to drive an aggressive cost reduction strategy.

Great place. Staff helpful and friendly. The food was very good.

*Lynn Werlich,
Guest at GL Cottages*

For GL Advisory Services, growth strategy rests in the ability to manage, expand and nurture the current client bases, developing research and training areas into long term capacity building and institutional support for existing clients. New clients will continue to be selected in line with GL's programming areas.

Over the years, GL has deve-loped a wide pool of intellectual resources; the time has now come to package these resources and marketing then in ways that generates income for the organisation.

As the world steadily moves to a green community, GL is working with book distributors and sellers to convert old publications into E-book formats and making then suitable for digital printing. New publications will be made available in several formats, reducing the number of printed copies, while maximising on e-books and other "green" formats. Concerted planning and effort will be invested in making the three income/profit pillars, i.e. GL Advisory Services, GL Cottages and GL Publications and Productions, work and complement each other in strategic ways.



Debrah and Nancy Padare ensuring quality control in the GL Cottages kitchen. Photo: Tinashe Padare

Internship programme



The Gender and Media Diversity Centre has a long tradition of hosting interns that GL intends to revive in 2014.

Photo: Trevor Davies

The GL internship programme provides an opportunity for young people to gain or strengthen work and life skills. Since 2012, the programme has been decentralised to country offices. Most interns have been called in to assist with various tasks related to the SADC Protocol@Work

summits. These tasks include monitoring and evaluation, administration, media tracking and filing of summit entries. In 2013, GL hosted 13 interns, ten young women and two young men, in its country offices.

2013 GL Interns				
Country	Name	M	F	Period
Botswana	Mboy Maswabi	1		March - October 2014
Lesotho	Alice Ranthimo		1	March - April 2014
	Thato Cheka		1	March - April 2014
Madagascar	ANDRIANJAVONY Zoarilinah Kathiuccia		1	1 March - 31 May
Mauritius	Karen Tracy Rayepa		1	March - April 2014
	Von Mally Olivier	1		February 2014 - January 2015
Mozambique	Arsénia Amélia Mucavel		1	March - August 2014
Namibia	Veronika Haimbili		1	February - August 2014
Swaziland	Badzelisile Dlamini		1	17 March - 17 May 2014
	Lungile Mabuza		1	March - July 2014
Zambia	Lovisa Arlid		1	3 February - 10 June 2014
	Mike Mwenda	1		
Zimbabwe	Gladys Muzirwa		1	1 April - 30 April 2014
Total		3	10	

Mboy Maswabi, Botswana



I joined GL Botswana in March 2014. I have been tasked to edit and upload photos on the photo gallery; undertake media tracking and load the information on the website; and assist summit participants to prepare Power Point presentations. My interpersonal communication skills have improved and most of all, I know more about gender equality. I attended the Botswana National Summit for the first time in 2014, a moving event that brought people from different backgrounds together.

Alice Ranthimo, Lesotho



I have a degree in Public Administration and Political Science. The GL internship is an eye opener and it has exposed me to the work that organisations and individuals are undertaking to make the SADC Gender Protocol a lived reality. The summit exposed me to professionals and the unique work that they are doing in their communities. I have learnt to be patient when working with people. Being responsible is another lesson I learnt because I was put in charge of different activities. The summit is one of the most exciting activities that GL undertakes and I will never forget it. It is challenging and there is a lot of work to be done, but I enjoyed every minute of the event.

Thato Cheka, Lesotho



This is my second internship with GL. There has been an improvement in councils and in organisations on the nature of the work that is being undertaken on gender equality. The SADC Gender Protocol@Work Summit in Lesotho is a testament to this. I am convinced that gender equality is very important for development. My experience at GL has taught me to work under pressure and to network. The opportunity has been an amazing experience, it has opened my mind and it kept me busy. I had the oppor-

tunity to work as I was unemployed. The painful but most rewarding task this year has been typing up and uploading summit entries. This is because most applicants submitted their entries as hard copies. Technology is not easily accessible, or where it is available, some individuals have a phobia.

Andrianjavony Zoarilinah Kathiuccia, Madagascar



During my internship at GL, I have been involved in assisting in the entrepreneurship programme, organising the 2014 national summit and completing the monitoring and evaluation for district and national summits. I now know more about the SADC Gender Protocol. The knowledge I have gained in the past two months is rich. GL has a noble objective and I am proud to be part of such a great team that joins hands to complete tasks. I have learnt to be more flexible and patient in my work.

Karen Tracy Rayepa, Mauritius



“Be actors and not spectators!” This is what the GL internship has taught me. The internship taught me about professionalism, communication and listening skills. Meeting deadlines is also important. The Gender-Based Violence Indicators Study has taught me about the extent of the scourge. Violence lives among us and it is important to take action against it. I have learnt to work under pressure.

Von Mally Olivier, Mauritius



I joined the GL internship programme because I wanted to improve my communication skills, work in a team and also under pressure. The programme has taught me how to be more proactive and look at solutions instead of problems. I now understand the levels of gender based violence in Mauritius. During the country summits, I assisted participants to complete their entries for the national summit and to design PowerPoint presentations.

Arsénia Amélia Mucavel, Mozambique



I have assisted GL Mozambique with administration in particular finalising the tax process and transferring of telephone lines. Furthermore, I worked with the consultant in four councils in phase two of the entrepreneurship. During the summit, I assisted organisations to submit entries. I have learnt about GL key principles and programmes, events logistics and administering monitoring and evaluation tools. The national summit is a mix of feelings and challenges, a painful but amazing experience. There are also exciting and sad moments with the survivors of GBV during the entrepreneurship trainings. During the summit, we learnt from our mistakes and continue until we got it right.

Veronika Haimbili, Namibia



I am a final year student studying Bachelor of Journalism at the Polytechnic of Namibia. I have learnt a lot from being a GL intern. Among these are determination, punctuality, respect for time and delivering on time. I have learnt that success requires one to plan and implement the plan. Through the internship, I have learnt how to be diplomatic when dealing with professionals and politicians. I have also learnt about gender mainstreaming. The exciting moment of being a GL intern has been interacting with people from different walks of life: fellow journalists, ordinary citizens, professionals and politicians. As a journalist this experience has prepared and taught me how to work under pressure.

Badzelisile Dlamini, Swaziland



I joined GL Swaziland in March 2014. I worked as part of the team that organised the national summit. GL is a technology oriented organisation and my computer skills have improved. I have learnt more about GL and the different programmes the organisation runs. I am now more knowledgeable about the 50/50 campaign and gender equality issues. In a short space of time, my communication skills have

improved, I have learnt to work with diverse groups and the importance of time management. One of the challenging tasks I undertook involved interviewing citizens that GL has worked with. Working at GL is exciting.

Lungile Mabuza, Swaziland



This is my second internship with GL. After my first internship which ran from August to November 2013, I combined the skills that I acquired from studying theatre and media studies and from my industrial training with GL. I then formed a group called Women Artists in Creative Media as an initiative to encourage the involvement of women in the creative media industry. The main aim of the group is to encourage women artists to participate effectively from preproduction to post-production stage. At GL, my communication skills have improved. I received proper induction from the country manager and programme officer. I managed to cover GL activities such as the entrepreneurship training of GBV survivors and 30% to 50/50 campaign. I produced documentaries which I submitted to university and obtained fair credits. I have qualified for graduation. For the second internship, I administered monitoring and evaluation tools and uploaded them on the GL website. Being involved with GL has been a great experience. I enjoyed the awards ceremony where one man cried when he heard his name announced as the winner on one of the categories. Monica Ntebe from GL head office also built my skills to use Excel to calculate the judge's scores during the summit.

Lovisa Arlid, Zambia



I hold a Bachelor's in Social Science. During my studies, I started a feminist project through Save the Children aimed at challenging gender and sexuality stereotypes by having discussion groups for students in eighth grade. I later got employed by Save the Children and worked at the organisation for a year. In September I plan to start studying towards a Master's in Gender Analysis in International Development at East Anglia in UK. I joined GL because the internship will enrich my skills to apply theory into

practice. It will also give me some ideas for my thesis. During the peak of my internship, GL-Zambia organised two district summits and one national summit. I have learnt how to mobilise people and together push the gender agenda forward. I administered monitoring and evaluation forms. Currently, I am analysing the data for the summit evaluation report. I am looking forward to participating in the historical regional summit in Johannesburg which will discuss the post-2015 development agenda for the globe and the region. GL is a family. I have not been treated as an intern and have been involved in COE training, the entrepreneurship programme, the summits and the alliance. One challenge is that the country office is heavily dependent on the head office. Field offices will flourish more if they are given the mandate to make decisions and work more independently.

Mike Mwenda, Zambia



Little did I know that being an intern student at GL would influence my career! I can proudly say I'm an advocate for women's rights. Above all, working with GL as an intern has enabled me to be objective in my profession - writing. I have also played an integral part in covering

the Zambia SADC Gender Protocol@Work Summit, uploading captioned pictures, shooting video's, registration forms, and writing articles for the GL website. GL-Zambia listened to most of the suggestions I made. I am happy to say GL took note of the mistake I made, and their guidance has played a significant role in my professional career and helped me to be a better person. I feel privileged and proud, linking myself with such a unique and committed organisation in the SADC region. I hope to work for GL in the future. GL CEO, Colleen Lowe Morna, and the entire GL team are absolutely amazing to be around. I thank GL-Zambia for the lessons. I say keep the spirit up.

Gladys Muzirwa, Zimbabwe



For a year, I had not been employed and the GL internship came at the right time. I quickly had to learn to work under pressure. I assisted GL-Zimbabwe to plan and organise the national summit as well as rapporteuring during the national summit. I learnt how to use the new GL online systems for monitoring and evaluation. I have gained case study writing skills and to work efficiently using the online forms. I enjoy the GL wellness programmes most.



South African interns packing summit material.

Photo: Tinashe Padare

REPORT

AUDITOR'S REPORT



MIDDEL & PARTNERS

*Chartered Accountants (SA), Registered Auditors
Geoktrooieerde Rekenmeesters (SA), Geregistreerde Ouditeure*

Independent Auditors' Report

To the Board of Gender Links (Association Incorporated Under Section 21)

We have audited the annual financial statements of Gender Links (Non-Profit Segment), as set out on pages 7 to 19, which comprise the statement of financial position as at 31 December 2013, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Directors' Responsibility for the Annual Financial Statements

The company's directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

Auditors' Responsibility

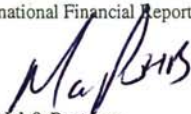
Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Gender Links (Non-Profit Segment) as at 31 December 2013, and its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the requirements of the Companies Act 71 of 2008.


Middel & Partners
Partner: AM Fourie
Registered Auditors

13 May 2014
Willowbrook
Unit 45 Willowbrook Office Park
Van Hoof Street

1724

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Partners: AM Fourie CA(SA), MTP(SA) | GFvL Froneman CA(SA)

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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2013

Notes to the Annual Financial Statements

	2013 R	2012 R
16. Donor funds		
Department of International Development (DFID)	13 878 343	13 027 576
Diakonia	577 548	499 064
European Union Global	3 794 392	-
European Union Lesotho	593 649	-
European Union Madagascar	127 699	-
European Union South Africa	696 740	-
FLOW	15 616 704	2 769 707
HIVOS Sticking	696 921	662 582
Irish Aid	847 981	1 476 295
MOTT Foundation	-	1 211 088
New Partnership for Africa Development (NEPAD)	1 347 879	680 269
Norwegian Church Aid	1 042 672	703 204
The Norwegian Council for Africa	1 010 863	-
Other donors	386 043	341 091
SIDA - Zimbabwe	3 204 782	2 111 450
The Danish Ministry of Foreign Affairs (Danida)	3 071 859	3 447 936
UNFPA Botswana	149 924	-
UN Women FGE	894 350	1 343 942
UNICEF/MDCG	1 121 155	453 795
United Nations Development Program (UNDP)	-	365 054
US Embassy - Swaziland	84 436	-
	49 143 940	29 093 053


MIDDEL & PARTNERS
P.O. Box 1052
Honeydew
2040

Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2013

Detailed Income Statement

	Note(s)	2013 R	2012 R
Revenue			
Donor funds		49 143 940	29 093 053
Consulting fees		235 261	294 766
Conference and office facilities		55 570	10 500
Sales of publications - Gender Links Services		3 601	-
		49 438 372	29 398 319
Other income			
Dividends received	9	6 190	18 532
Interest received	9	562 968	186 774
Fair value adjustments		838 109	304 924
Actual capital expenditure capitalised		694 932	-
Value added tax recoveries		38 981	579 631
		2 141 180	1 089 861
Expenses (Refer to page 21)		(49 301 751)	(30 507 639)
Operating surplus (deficit)		2 277 801	(19 459)
Finance costs		(4 270)	(44)
Prior year - Reserve funds		16 108 623	16 128 126
		18 382 154	16 108 623
Transfer to reserve funds		18 382 154	16 108 623


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Gender Links (Association Incorporated Under Section 21)

(Registration number 2001/005850/08)

Annual Financial Statements for the year ended 31 December 2013

Detailed Income Statement

	Note(s)	2013 R	2012 R
Operating expenses			
Advisory Services		(292 233)	-
Administration and management fees		(566 337)	(1 015)
Advertising		(1 917)	-
Auditors remuneration	11	(126 700)	(102 737)
Bank charges		(269 492)	(146 554)
Capital expenditure		(297 848)	(414 258)
Cleaning		(34 937)	(30 812)
Consulting fees		(3 163 687)	(515 793)
Depreciation, amortisation and impairments		(527 898)	(226 857)
Donations		(42 824)	-
Employee costs		(11 710 345)	(10 568 076)
Entertainment		(2 565)	(1 312)
Equipment maintenance		(71 531)	(150 014)
Financial advisor fees		(11 297)	(13 336)
Governance		(138 715)	(126 453)
IT expenses		(481 736)	(212 823)
Insurance		(43 727)	(72 901)
Legal expenses		(35 268)	-
Management meetings		(15 796)	(55 858)
Monitoring and evaluation		(1 110 826)	(394 906)
Motor vehicle expenses		(93 668)	(96 599)
Municipal expenses		(117 454)	(102 246)
Postage		(41 410)	(30 298)
Printing and stationery		(228 951)	(198 205)
Profit and loss on exchange differences		(131 677)	(44 151)
Publications and productions		(2 353 063)	(1 048 563)
Rent paid		(564 261)	(369 690)
Repairs and maintenance		(165 962)	(112 318)
Research and development costs		(3 889 512)	(4 164 227)
Security		(26 011)	(21 921)
Staff Recruitment costs		(58 450)	-
Staff development		(178 439)	(10 163)
Staff wellness & welfare		(244 366)	(222 777)
Subscriptions		(16 138)	(9 993)
Telephone and fax		(507 662)	(489 788)
Training		-	(24 577)
Travel - local		(227 244)	(145 228)
Travel - overseas		(229 346)	(109 070)
Website costs		(534 199)	(390 514)
Workshops		(20 748 259)	(9 883 606)
		(49 301 751)	(30 507 639)


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GL PUBLICATIONS REPORT



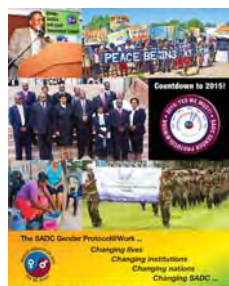
Peace begins @ Home Limpopo

More than two thirds of women (77%) in Limpopo have experienced some form of gender-based violence in their lifetime, including partner and nonpartner violence. About half of men, (48%) admit to perpetrating GBV at least once in their lifetime.



Peace begins @ Home Zimbabwe

About a quarter (26%) of women in Zimbabwe experienced some form of violence (psychological, emotional, economic, physical or sexual) perpetrated by an intimate partner in the period 2011-2012. Thirteen percent of men in the country admit to perpetrating some form of violence against their intimate partners.



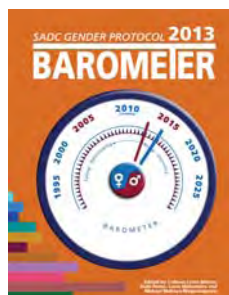
The Southern Africa Media and Diversity Journal, Issue 11

Over 300 delegates from around the Southern African Development Community (SADC) converged in Johannesburg from 22 to 24 April 2013 for the largest ever gathering of activists, government and media to make a concerted push for gender equality.



Annual report 2012

2012 might be characterised as a year of growth, maturity and consolidation at GL. Gender Links changed its financial year from March to February to the calendar year effective 1 January 2013.



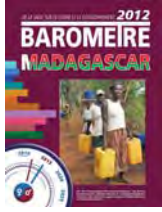
SADC Gender Protocol 2013 Barometer

The 2013 Barometer is the fifth in the Barometer series, a landmark year for tracking, naming and shaming, in the crucial countdown to 2015. Since the adoption of the Southern African Development Community Protocol on Gender and Development, and its coming into force, Member States are now legally obliged to fulfil the 28 targets of the SADC Gender Protocol by 2015.



SADC Gender Protocol 2012 Barometer 2012 Lesotho

The 2012 Lesotho Gender Protocol Barometer is the fourth annual tracking report of country's performance against the 28 targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015.



Baromètre de la SADC sur le Genre et le Développement Madagascar 2012

Madagascar a encore un long chemin à faire avant d'atteindre les objectifs fixés à l'échéance de 2015 par le Protocole de la SADC sur le Genre et le Développement. Cependant, dans un contexte de crise sociopolitique qui affecte le pays depuis trois ans, les progrès enregistrés, bien que timides, sont louables.



SADC Gender Protocol 2013 Barometer - Malawi

The Malawi 2013 Gender Protocol Barometer is the fifth annual tracking report of the country's performance against the 28 targets of the SGP set for 2015. The Southern African Gender Protocol Alliance, represented in Malawi by NGO Coordination Network (NGOCN) has conducted this audit annually.



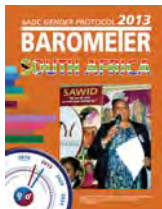
SADC Gender Protocol 2013 Barometer - Mauritius

The SADC Gender Protocol (SGP) sets out 28 targets to be achieved by 2015. Mauritius and Botswana are the only two countries in the SADC region that have not yet signed. Mauritius has not signed because the country had reservations about the clause on affirmative action.



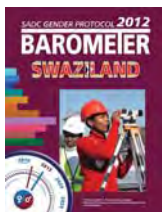
Protocolo de Género da SADC 2012 Barómetro Moçambique

Moçambique tem feito progressos significativos no sentido de responder aos compromissos assumidos no âmbito do Protocolo da SADC sobre Género e Desenvolvimento, cujo o prazo é o ano de 2015, bem como outros compromissos visando o alcance da igualdade de género.



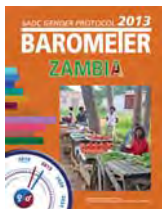
SADC Gender Protocol 2013 Barometer - South Africa

SAWID, the Alliance focal network in South Africa, and Gender Links launched the final draft of the South Africa Barometer on 25 November, 2013, International Day of No Violence Against Women. Mr Roeland van de Geer, Ambassador to South Africa of the EU that sponsored the Barometer, spoke at the event.



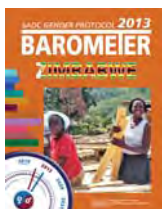
SADC Gender Protocol 2012 Barometer - Swaziland

This is the fourth annual tracking report of Swaziland's performance against the 28 targets of the Southern African Development Community (SADC) Protocol on Gender and Development set for 2015. Swaziland signed the SADC Gender Protocol in 2008. [read more]



SADC Gender Protocol 2013 Barometer - Zambia

The Zambia 2013 Gender Protocol Barometer is the fifth annual tracking report of the country's performance against the 28 targets of the SGP set for 2015. The Southern African Gender Protocol Alliance, represented in Zambia by Women and Law in Southern Africa (WLSA), has conducted this audit annually.



SADC Gender Protocol 2012 Barometer - Zimbabwe

Zimbabwe's 2012 Constitution-making process has provided an avenue for women to ensure that women's rights and gender equality become substantive issues in the country's Supreme Law. Zimbabwe signed the SADC Protocol on Gender and Development and was among the first countries to ratify the instrument in 2009. The 2012 Zimbabwe country report reflects on progress towards the achievement of the 28 targets and the provisions of the Southern African Gender and Development Protocol.

VISION AND MISSION

GENDER LINKS FOR EQUALITY AND JUSTICE

VISION

Gender Links (GL) is committed to a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development.

MISSION

GL achieves its vision through a people-centred approach that includes coordinating the work of the Southern African Gender Protocol Alliance formed around the sub-regional instrument that brings together all key African and global commitments for achieving gender equality by 2015, also the target date for MDG 3 (gender equality). The annual barometer measures progress made by governments against the 28 targets of the Protocol. GL has integrated these targets into its three core, closely linked programme areas: the media, governance and gender justice, and its cross cutting programmes: gender, climate change, and economic justice.

Working with partners at local, national, regional and international level, GL aims to:

- Promote gender equality in and through the media, and in all areas of governance.
- Develop policies and conduct effective campaigns for ending gender violence, HIV and AIDS, as well as promoting economic and climate justice.
- Build the capacity of women and men to engage critically in democratic processes that advance equality and justice.

This mission is achieved through a strong commitment to **results** that includes:

- Evidence gathered through conducting research to identify gender gaps.
- Lobbying and advocacy using mainstream and new media.
- Developing action plans in participative ways that bring together a broad cross section of partners in learning that is applied and supported on-the-job.
- Creating synergies to sustain the work.
- Monitoring and evaluating progress using appropriate regional and international instruments.
- Learning, knowledge creation and innovation.
- Ensuring value for money - economy, efficiency and effectiveness - in all GL's undertakings.
- Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through the GL Cottages and GL Services.
- A commitment to institutional effectiveness that includes staff growth and development; efficient and effective use of IT, the purchase and maintenance of physical assets that create an enabling environment for work and wellness.



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